

**Conrad
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Tract



Kingston Site Master Plan

Volume 1

Norfolk Island - Kingston and Arthur's Vale Historic Area

February 2023 — Revision D

Prepared for Australian Government, Department of Infrastructure,
Transport, Regional Development, Communications and the Arts

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- Department of Infrastructure, Transport, Regional development, Communications and the Arts in particular:
 - Fiona Anderson, Director Heritage and KAVHA Governance
 - Kylie Brettschneider, Assistant Director Heritage and KAVHA Governance
 - Martin Purslow Former Commonwealth Heritage Manager
 - Tom Sapienza, Archaeologist
- Jane Harrington, Heritage Consultant
- Administrator of Norfolk Island, and Chair of Kingston Advisory Committee, Eric Hutchinson
- Kingston Advisory Committee,
- Kingston Community Advisory Group,
- Norfolk Island Council of Elders,
- Norfolk Island Regional Council staff
- Tourism, Museum, Landholders and Business stakeholders
- Local community members including students and staff of the Norfolk Island Central School
- Norfolk Island Cattle Association
- Parks Australia and the Norfolk Island Flora and Fauna Society

Abbreviations

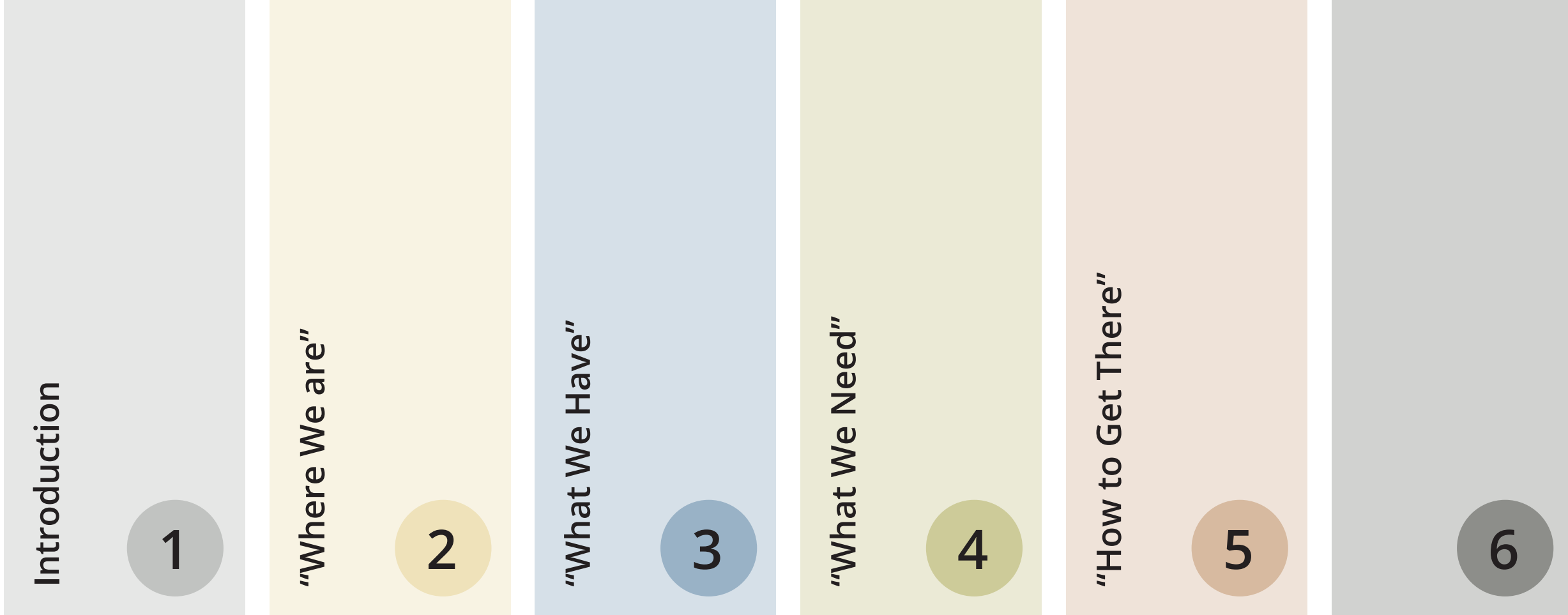
SMP	Site Master Plan
CLMP	Cultural Landscape Management Plan
EPBC Act	Environment Protection and Biodiversity Conservation Act (1999)
KAVHA	Kingston and Arthur's Vale Historic Area*
HMP	Heritage Management Plan
NIRC	Norfolk Island Regional Council
DITRDCA	Department of Infrastructure, Transport, Regional Development, Communication and the Arts

*Kingston is the preferred name used in this report.

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Executive Summary

This Site Master Plan (SMP) provides a planning and design framework to consider potential future opportunities for the Kingston and Arthur's Vale Historic Area (KAVHA) site.

The Kingston site is recognised as a living cultural heritage site of outstanding value listed as one of the eleven sites in the Australian Convict Sites World Heritage property, on both the Commonwealth and National Heritage lists and on the local Norfolk Island Heritage Register.

This SMP will guide potential future development on the site, balancing cultural heritage values and meeting statutory heritage obligations with the current and future needs and expectations of the users to ensure the site has a sustainable future.

The Australian Government Department of Infrastructure, Transport, Regional Development, Communications and the Arts commissioned this SMP.

Implementing the Kingston Site Master Plan recommendations will enable the Department and the managers of the site to meet current statutory obligations, manage the risks to the place and commitments while ensuring the place has a sustainable and viable future.

This Site Master Plan (SMP) for Kingston;

- Supports the future management of the place through an understanding of the key issues, risks and decisions that need to be made
- Provides a framework for decisions to be made in a planned and sequential way. This includes immediate & short-term, medium term and long term plans
- Supports applications for future funding for the site
- Ensures that there is accountability for decisions that will shape the future of the Kingston site

Areas for improvement on the Kingston Site

The following are areas for improvement at the Kingston site that can be effectively managed through the implementation of this SMP, including;

- Ensuring the long-term preservation of the museum collection by providing suitable environmental conditions. This will prevent slow degradation or catastrophic damage, and ensure the appropriate conservation and management of these valuable artifacts. Without this work, museum collections may need to be relocated for necessary care, removing them from display or from the island
- Streamlining management and staffing by consolidating museum collections that are currently split across multiple locations
- Meeting obligations under the World Heritage Convention by effectively communicating the site's heritage values through interpretive initiatives and by protecting all of its heritage values, including living uses, cultural and community values
- Addressing the degradation of currently unused buildings
- Enhancing the visitor experience by catering to the needs of emerging and younger markets with higher expectations
- Ensuring equitable access to buildings and the site in compliance with the Disability Discrimination Act
- Improving Health and Safety Management, including reducing the likelihood of vehicle crashes, slips, trips, falls, and exposure to mould and lead paint

Consultation Process

This Kingston SMP was developed in consultation with the Norfolk Island community and key stakeholders. The plan was developed in parallel with and informed by the 2022 Kingston and Arthur's Vale Area Heritage Management Plan (HMP) by GML Heritage.

Three rounds of community consultation were undertaken providing a diverse range of opinions across age groups and demographics. This consultation confirmed that the Kingston Site is a significant place for all those who live on Norfolk Island. The site is a cultural site for the Norfolk Islanders of Pitcairn descent and their families and is a key place for holding gatherings, cultural events and activities as well as for daily life.

Analysis of the community consultation feedback (in three rounds) and the importance of the site as a living cultural place shaped the development of the master plan guiding principles and objectives.

The key consultation stakeholders included the;

- Norfolk Island Administrator
- Norfolk Island Council of Elders
- Kingston Advisory Committee
- Kingston Community Advisory Group
- Attendees of the Community Drop in Session (Round one only)
- Kingston Maintenance Staff
- Tourism Operators
- Museum Managers & Staff
- Students and parents at School Drop in Session (Round one only)
- Norfolk Island Cattle Association
- Parks Australia
- Flora and Fauna Society
- Kingston Tenure holders
- Respondents to online feedback form (Round two only)
- Attendees at the draft Master Plan exhibition (Round three)

SMP Structure

This Kingston SMP document is structured in two volumes:

Volume 1

- Provide a holistic overview of the site for context including current uses, history and site significance
- Provide an analysis of the site including current conditions, issues, risks and consequences and supporting policy and plan recommendations
- Identify the Master Plan key moves (or opportunities including a series of enabling projects)
- Provides prioritised recommendations and actions for implementation. These include an immediate short term plan for over the next 2 years, a medium term plan for over the next 2 – 5 years and a long term plan for over the next 5 – 10 years

Volume 2

- Additional projects considered
- Project Visualisations
- Visitation and financial forecasting
- Quantity surveyor estimates of key projects
- Economic impact assessment
- Consultation materials and outcomes report

Key Master Plan Moves

Opportunities and enabling projects are set out through six Kingston Site Master Plan key moves arranged thematically include;

- Enhancing community uses
- Site interpretation
- Museum collection and experience
- Arrival, entry and orientation
- Visitor engagement
- Landscape management and use

Each of these six key moves identify a series of enabling opportunities.

The enabling projects for **enhancing community uses** include;

- Project 1A – Further upgrade to the Prisoner’s Compound to support community activities and events
- Project 1B – Re-purposing buildings at Kingston Pier for community uses
- Project 1C – Facilitating ongoing recreational uses at Emily Bay

The enabling projects for **site interpretation** include;

- Project 2A – Tour training and operator licensing
- Project 2B – Refresh existing interpretation signage
- Project 2C – New interpretive experiences across the site

The enabling projects for the **museum collection and experience** include;

- Project 3A – Assessment of existing museum collection condition
- Project 3B – Purpose designed collection storage facility
- Project 3C – Multi-Winged Museum Precinct in the New Military Barracks

The enabling projects for **arrival, entry and orientation** include;

- Project 4A – Promoting preferred visitor entry
- Project 4B – Vehicle management
- Project 4C – Promoting pedestrian routes
- Project 4D – Orientation Spaces

The enabling projects for **visitor engagement** include;

- Project 5A – Upgrading the Golf Course Clubhouse
- Project 5B – New food and beverage at Kingston
- Project 5C – Accommodation on site

The enabling projects for **landscape management and use** include;

- Project 6A – Maintenance of a productive agricultural landscape
- Project 6B – Protection and enhancement of the natural system
- Project 6C – Golf course management
- Project 6D – Protection of built heritage
- Project 6E – Plantation management
- Project 6F – Strengthening visual linkages

Prioritised recommendations and actions for Implementation

Immediate/ Short, Medium and Long term plans

Finally, the above key moves and enabling projects have been arranged as a set of prioritised recommendations and actions for implementation in the form of three plans.

These include an immediate short term plan for over the next 2 years, a medium term plan for over the next 2 – 5 years and a long term plan for over the next 5 – 10 years.

Each of the three plans includes the key actions listed with an explanation of the action, its priority (low, moderate and high) and suggested timing.

Each of the three plans is graphically represented on the site in 3D to present the key projects and ideas.

The immediate and short term plan (over the next 2 years) includes implementation that can take place immediately and in the short term including:

- Initial planning for large scale projects that are critical to the site
- Design and execution of new, small-scale interpretation spaces
- Design and execution of new signage and site circulation routes
- Design and execution of new community spaces, site infrastructure and amenities

The medium term plan (over the next 2 - 5 years) includes implementation that can take place in the medium term including:

- Works required to support museum collection management, conservation and display
- New design and construction of museum spaces within the New Military Barracks
- New commercial leases and fitouts for accommodation and food and beverage offerings

The long term plan (over the next 5 - 10 years) includes implementation that can take place in the long term including:

- Museum Collection Store
- Crank Mill interpretive structure
- New site programs including enhanced conservation



1

Introduction

This section gives an introduction to the Kingston Site Master Plan project including the background, purpose, scope and methodology.

1.1 Purpose

This Site Master Plan (SMP) provides a planning and design framework to consider potential future opportunities for the Kingston and Arthur's Vale Historic Area (KAVHA) site. In line with recent changes in nomenclature, Kingston – rather than KAVHA – is the preferred naming in this report.

Kingston is recognised as a living cultural heritage site of outstanding value. It is listed as one of the eleven sites that make up the Australian Convict World Heritage Sites World Heritage Property, and is on both the Commonwealth and National Heritage lists, as well as the local Norfolk Island Heritage Register.

The Kingston site is integral to the contemporary Norfolk Island culture of the Pitcairn descendants and engenders a sense of place, connection and coming together across the broader community that utilises the site.

This SMP aims to provide direction for potential future developments on the site by harmonising the preservation of cultural heritage values and fulfilling statutory heritage obligations with the evolving requirements and expectations of various stakeholders, including the Norfolk Island community, tourists, visitors, and site managers and workers. Its goal is to ensure the site has a sustainable future.

1.2 Background

The Australian Government Department of Infrastructure, Transport, Regional Development, Communications and the Arts (the Department) who are responsible for the management of the site (with the support of the local Norfolk Island Regional Council and the community) commissioned this SMP following a recommendation in the KAVHA Heritage Management Plan (HMP, 2016) by Jean Rice Architect, Context and GML Heritage. The development of a SMP was identified as an essential action to guide future planning, uses, new development and interpretation (Priority Program 9.2 Heritage Conservation).

This Kingston SMP was developed in consultation with the Norfolk Island community and key stakeholders. The plan was developed in parallel with and informed by the 2022 Kingston and Arthur's Vale Area Heritage Management Plan (HMP) by GML Heritage.

Analysis of the community consultation feedback, key site issues, constraints and opportunities shaped the development of the Site Master Plan guiding principles and objectives. This process informed the development of key master plan concepts and the short, medium and long term Site Master Plan outcomes. These have been developed as a complementary suite of projects which include performance-based implementation options. Some recommended projects require new operational processes, further feasibility assessment and enabling work which has been considered as part of the implementation plan.

Implementing the Kingston Site Master Plan recommendations will enable the Department and the managers of the site to meet current statutory obligations and commitments while ensuring the place has a sustainable and viable future.

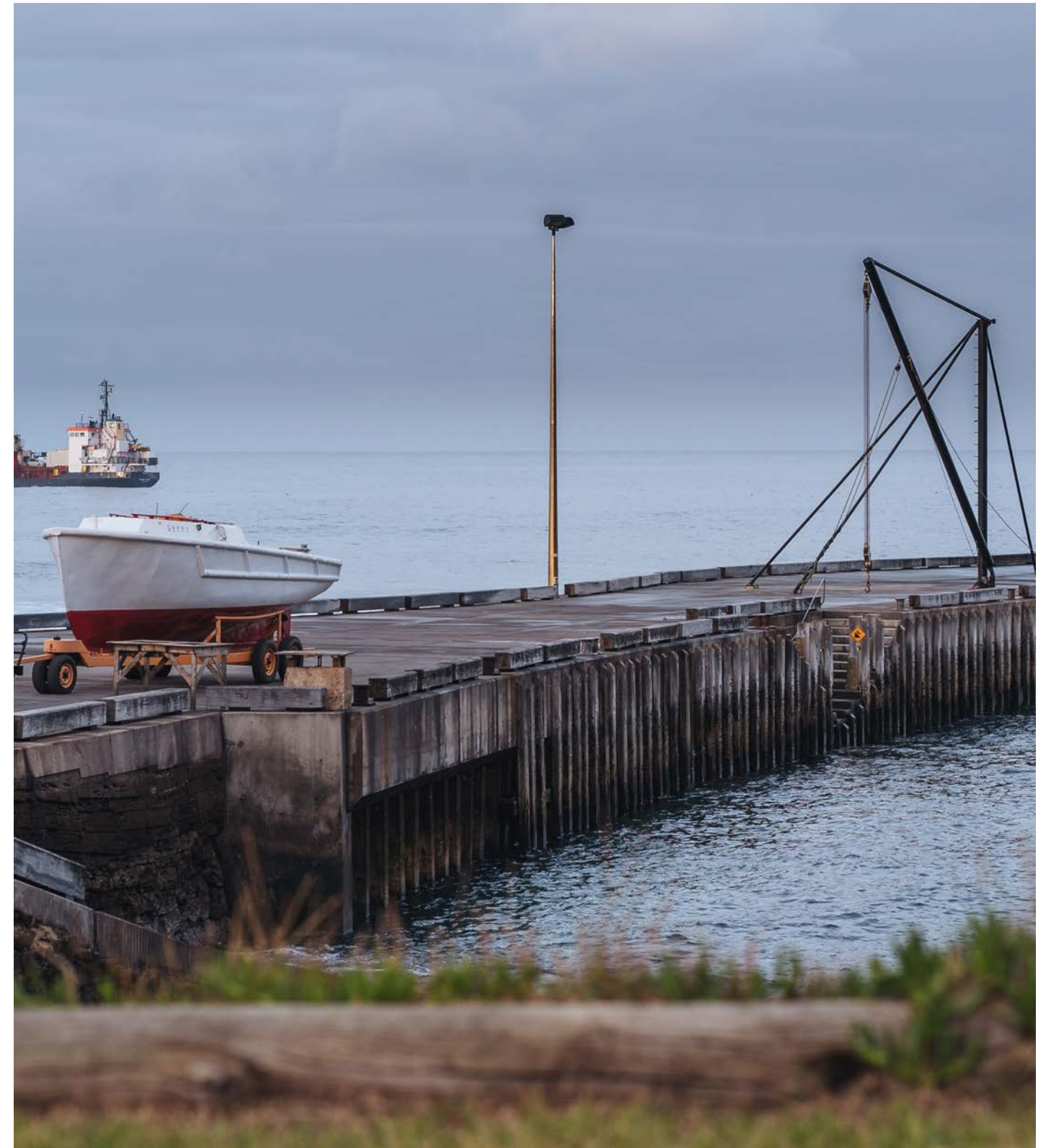


FIGURE 1. VIEW OF KINGSTON PIER

1.3 Mission and Core Values

The mission is to deliver a Site Master Plan for Kingston that:

- Meets the Department management obligations and commitments under the World Heritage Convention as well as under Commonwealth and Norfolk Island Legislation (including the Environmental Protection and Biodiversity Conservation (EPBC) Act 1999). This includes addressing the at risk collection of movable heritage items (both on and off the site)
- Sustains and enhances the Outstanding Universal Values associated with Kingston through the Australian Convict Sites World Heritage listing
- Updates the site's interpretation materials to ensure they accurately reflect the site's values, are relevant and engaging to visitors and are delivered in a sustainable manner
- Improves the site's capability to cater to specific target markets and supporting the local tourism industry, resulting in a significant contribution to the Norfolk Island visitor economy
- Supports and enhances the role of the site in the cultural and recreational life of the Norfolk Island Community
- Considers opportunities to generate additional revenue from the site to support its conservation and management principles

The Core Values of the Site Master Plan include:

- Work within the policies of the latest Heritage Management Plan, Kingston and Arthur's Vale Area Management Plan (2022) by GML Heritage
- Listen to and reflect on the needs and wants of Norfolk Island community stakeholders
- Reflect and accommodate to the evolving needs of visitors to Kingston, particularly those representing the identified target markets
- Provide advice and recommendations based on the best practices of heritage, environmental and visitor management

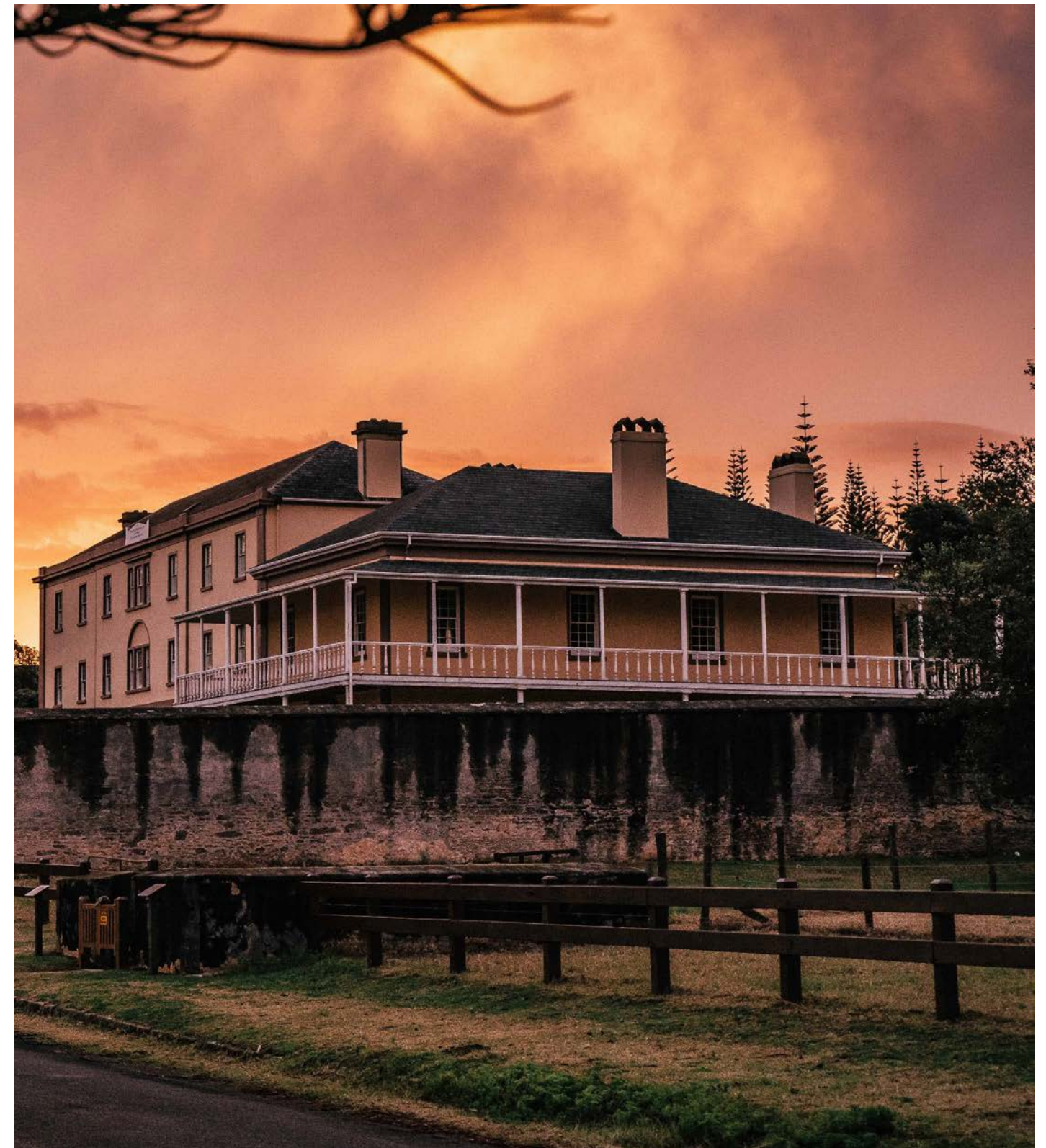


FIGURE 2. VIEW OF NEW MILITARY BARRACKS PRECINCT FROM QUALITY ROW

1.4 Project Approach

1.4.1 Brief

The original brief for the project prioritised the following major aspects:

- The development of the Site Master Plan in tandem with the update to the 2016 Heritage Management Plan
- Building on recommendations and outputs of recent studies and plans
- Building on prior consultation, community and stakeholder engagement to counter consultation fatigue
- The need for clearly defined project outcomes and a timeline for these outcomes

The requirements of the Site Master Plan included:

- Describes a compelling, well supported strategic vision for what Kingston will look like in the future
- Sets out an agreed mission statement and core values against which operational objectives will be assessed, prioritised, programmed and their delivery measured
- Looks holistically at the site, defining purposes and functions on a precinct-by-precinct, building-by-building basis, considering the current and future best use of the site
- Considers improvements to connectivity and the movement of people across the site and their impact on and interaction with the heritage structures, precincts and stories
- Considers the buildings, structures and landscapes in each precinct and develops concept plans for activation, re-use and conservation for consideration
- Enables identified priority projects and precinct plans to be subject to consultation and development with the community and cultural tourism sector ensuring local buy in and ownership
- Determines whether some precincts may be retained as-is for an extended period
- Assesses viability of options for change, considering the business and economic case, and heritage, legal, environmental, cultural and social perspectives in a structured assessment framework
- Is consistent with the Kingston HMP, taking into account emerging findings of the HMP review and proposed updates to the HMP
- References relevant existing planning and governance documents for the site
- Following consultation, maps out a feasible and practical program of immediate, short, medium and long term agreed actions over the period from 2021 to 2031, with costings for priority initiatives that may be used to make the case for future investment opportunities as they arise (Draft SMP)

1.4.2 Community and Stakeholder engagement

The process for consultation for the Site Master Plan includes:

Round One - Completed February/March 2022

- Information gathering and site analysis
- Held in tandem with HMP draft consultation

Round Two - Completed April 2022

- Options testing and process presentation

Round Three - Completed September 2022

- Draft Master Plan Presentation

Consultation Stakeholders

- Norfolk Island Administrator
- Norfolk Island Council of Elders
- KAVHA Advisory Committee
- KAVHA Community Advisory Group
- Attendees of the Community Drop in Session (Round one only)
- Kingston Maintenance Staff
- Tourism Operators
- Kingston Museum Managers & Staff
- Students and parents at School Drop in Session (Round one only)
- Norfolk Island Cattle Association
- Parks Australia
- Flora and Fauna Society
- Kingston Tenure holders
- Respondents to online feedback form (Round two only)

Themes from Round One Consultation

Across the broad range of groups, ages and demographics we heard:

- A diverse range of opinions that were passionate about the site (views on the site and what is important varied greatly)
- Kingston is a significant place for all those who live on Norfolk Island

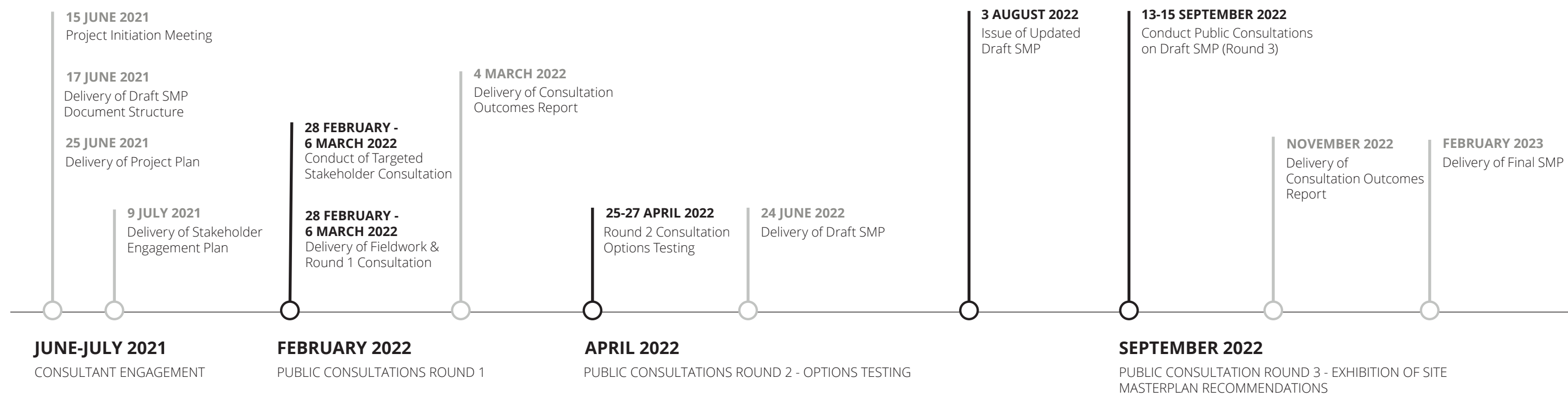
- The site is a significant cultural site for the Norfolk Islanders of Pitcairn descent and their families and is a key place for holding gatherings, cultural events and activities (as well as for daily life)
- Access to the site at all times for the local community is important
- A loss of activity and vibrancy across the site owing to many former community uses being relocated
- The need to generate more funds for visitor and site management through commercial visitor activity
- The need to refresh experiences to reflect changing visitor profiles and visitor needs and expectations
- The need for greater usage of many of the buildings on the site

We received specific suggestions and ideas about:

- Improved visitor arrival, orientation and introductory experience
- Community spaces for cultural activities and social clubs
- Large-scale gathering spaces capable of holding events and performances
- Facilities and gathering spaces at Emily Bay
- Better food and beverage offers with the option to stay overnight
- Safe walking and cycling routes for children and families
- Support for events on site including infrastructure, amenities and storage
- Signage, fencing, bins, picnic tables, shelters and traffic management (both for and against)

The Department requested a second round of consultation and engagement with the community based on feedback received from multiple stakeholders around current decision making that occurs in relation to proposed uses, projects and programs of work across the site.

Timeline for SMP Development





2

Where We Are

This section gives a general overview of the site for someone who hasn't been to Kingston.

This section may be helpful for locals who want to check details of the site, including current building uses, history or site significance.

2.1 The Kingston Site

2.1.1 Description of Kingston (The physical site or place)

The Kingston site is located at the southern end of Norfolk Island and is close to 250 hectares in area. It is accessed via four different roads which connect back to the central township of Burnt Pine.

The site occupies an area of the coast with swimming beaches bordered by a coral reef. The inland extent of the site is defined by rising hills with lookouts that command views of the site, ocean, and Nepean and Philip Islands. Landscape spaces are defined by structured plantings of Norfolk pines.

The site is commonly described in precincts. These precincts have been used in various management plans to help define the needs of different and unique areas of the site.

Precincts include:

- A Government House Reserve
- B Lowlands
- C Cemetery Reserve
- D Quality Row
- E Uplands and Stockyard Valley
- F Swamp (Kingston Common)
- G Prisoner's Compound
- H Landing Place Ridge (Kingston Pier)
- J Beachfront (Slaughter and Emily Bay)
- K Windmill Ridge
- L Chimney Hill
- M Arthur's Vale/Watermill Valley
- N Bloody Bridge

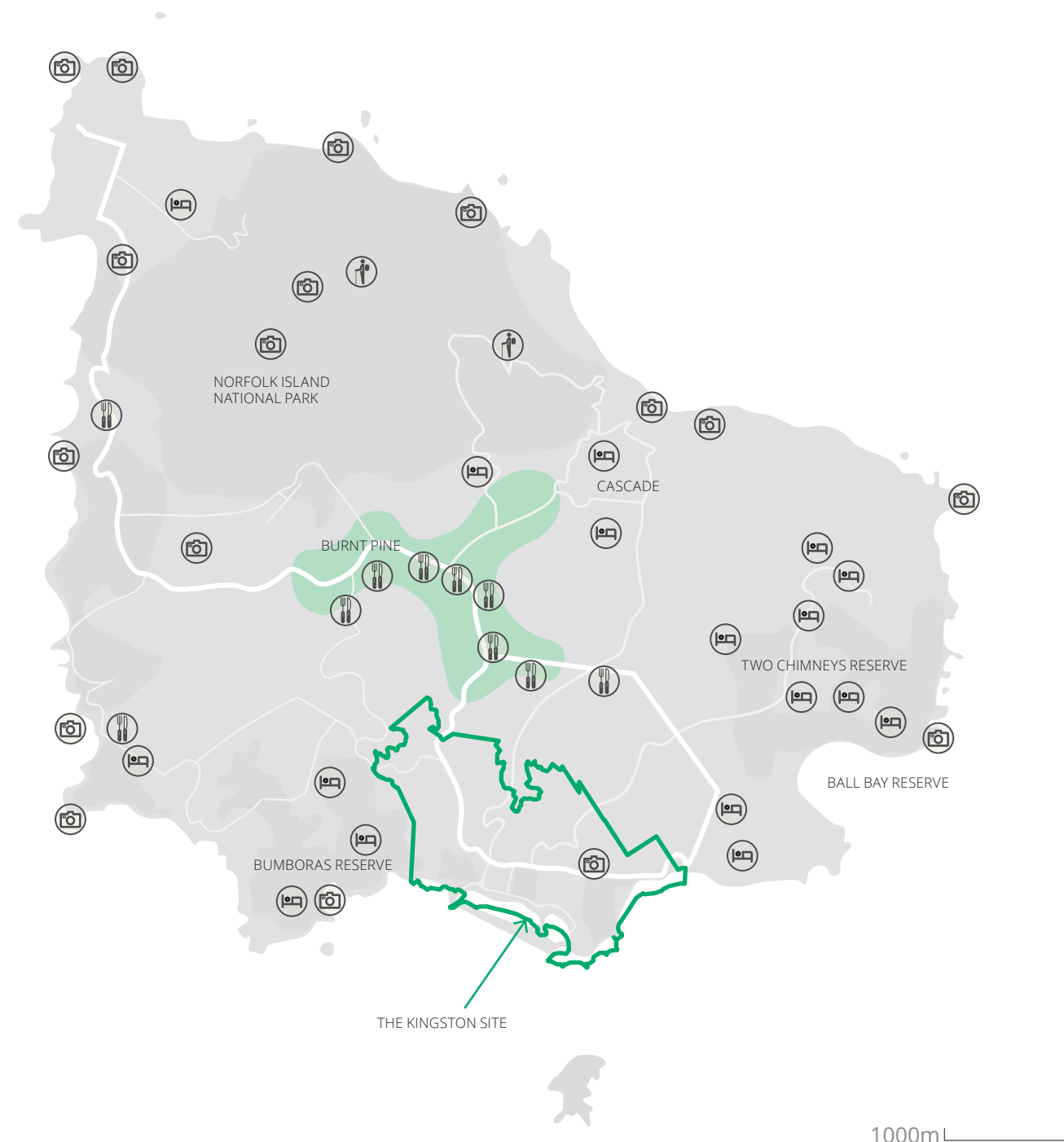


FIGURE 3. LOCATION PLAN - NORFOLK ISLAND



FIGURE 4. LOCATION MAP

LEGEND

- MAIN ROAD
- TOWN CENTRE (ACCOMMODATION, RESTAURANTS + CIVIC)
- TOWN CENTRE (ACCOMMODATION, RESTAURANTS + CIVIC)
- 📷 SCENIC LOOKOUT
- 🚶 WALKING TRACKS
- 🏠 ACCOMMODATION
- 🍴 RESTAURANTS / CAFÉS / BARS

NOTE: ABOVE ICONS MAY REPRESENT ONE OR MORE

↑ NORTH

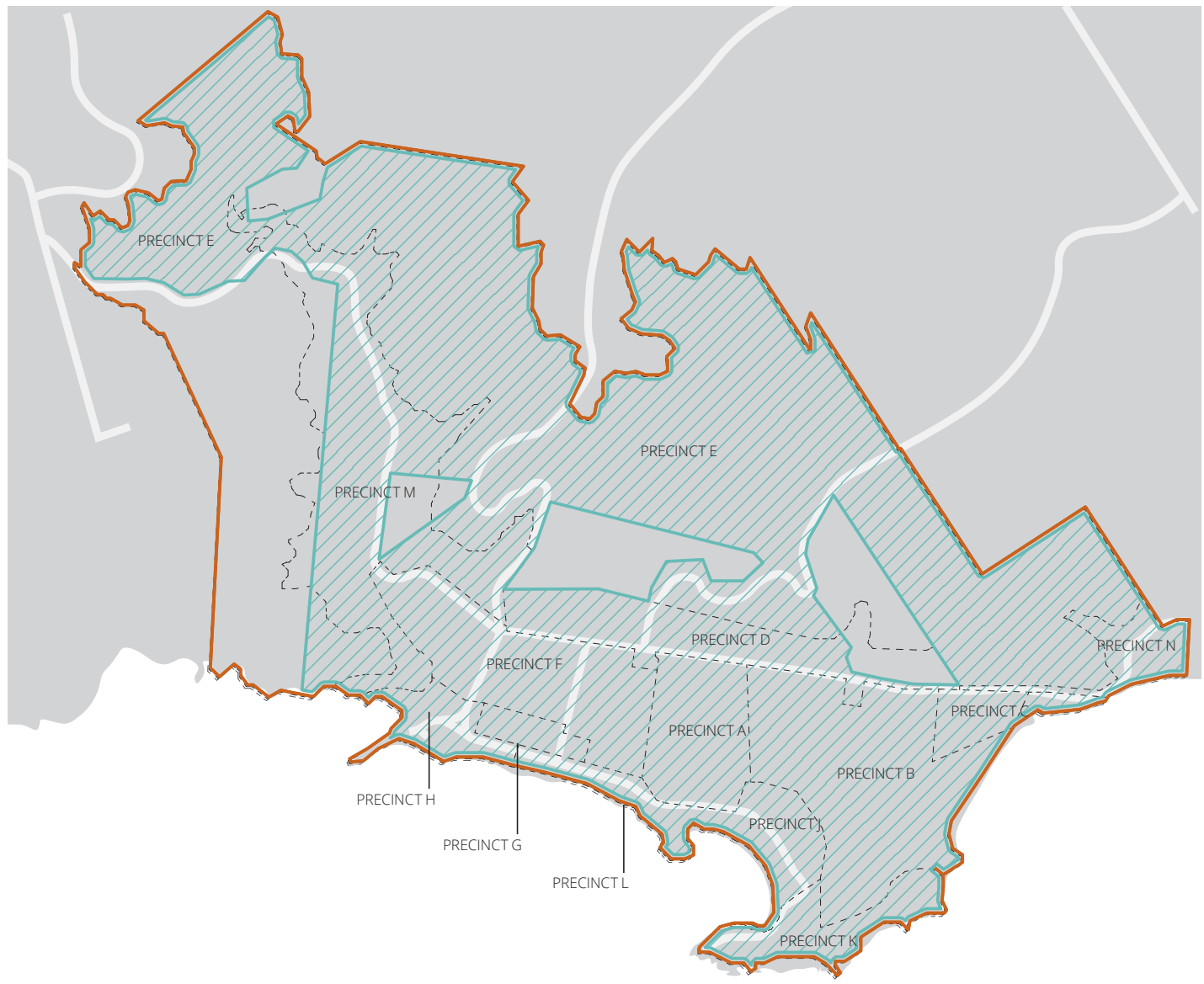


FIGURE 5. 1:7000 HERITAGE BOUNDARIES DIAGRAM

NORTH

2.1.2 Heritage Boundaries

The site boundaries are defined in the heritage listings with the Commonwealth listing excluding private freehold land.

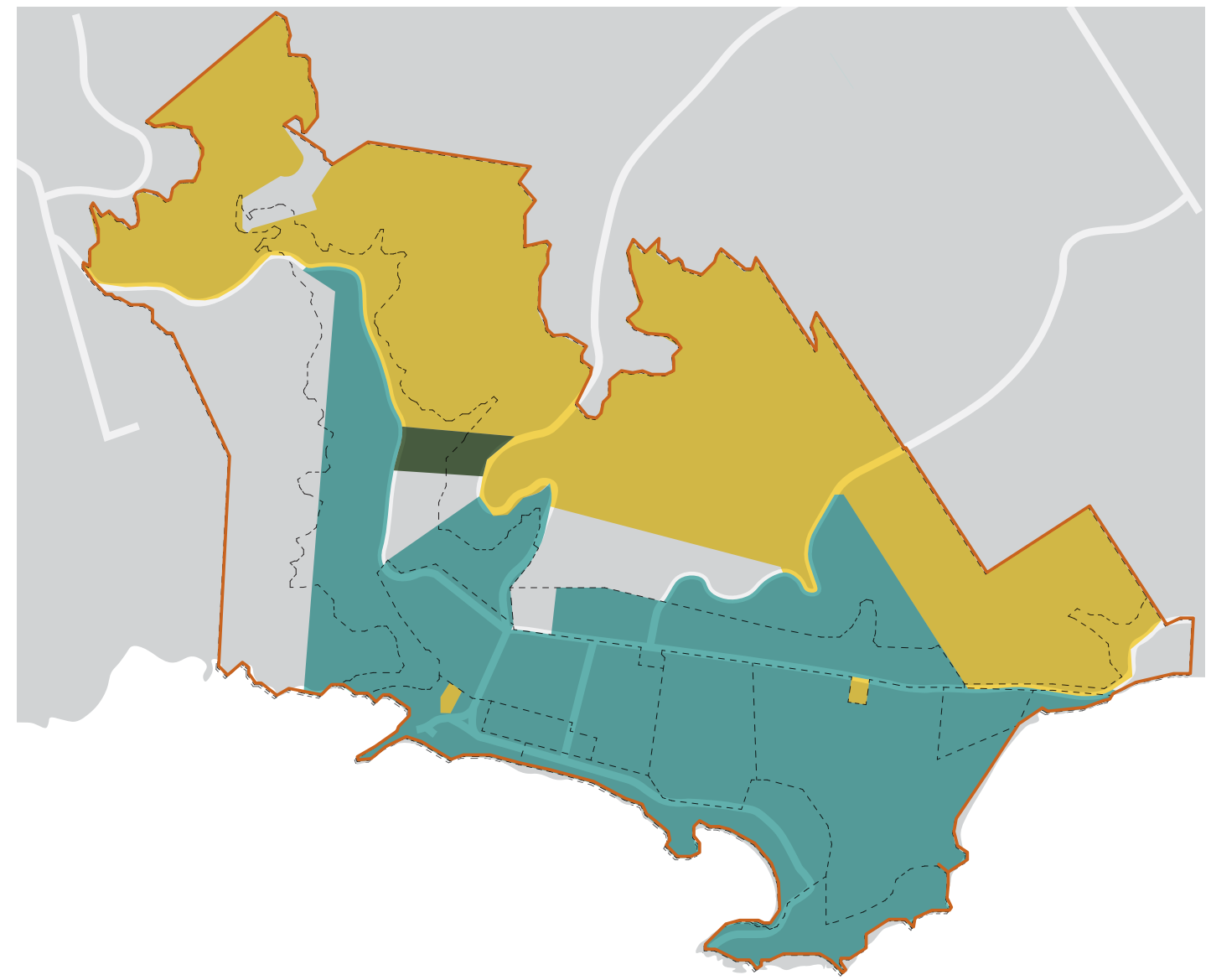
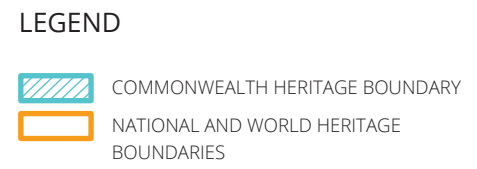
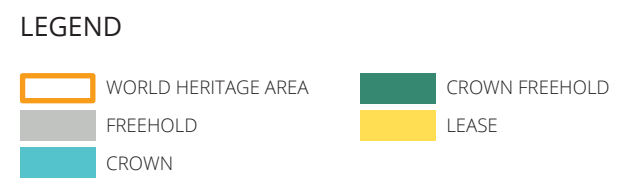


FIGURE 6. 1:7000 TENURE TYPES DIAGRAM

NORTH

2.1.3 Tenure Types

There are 57 lots contained within Kingston, with a variety of tenure types including freehold land (owned by the commonwealth Norfolk Island Regional Council and by residents), leased land (Commonwealth leased to residents), Commonwealth Crown Land declared public reserve and vacant land (not leased or licensed by the Commonwealth).



2.1.4 Built Features

The built features of the site, mainly located on the coastal plain and lowland areas are multi-layered, representing the occupation of the site by Polynesian settlers. This includes the two periods of colonial and penal settlement and the more recent settlement by Pitcairn Island descendants. The built features include a townscape ("downtown") with a grouping of 19th Century Colonial Georgian buildings, engineering and infrastructure features (a pier, bridges, drains, culverts, roads, etc.), a cemetery, ruins, archaeology, walls and other man-made interventions.

More recently built features include amenities for locals and visitors, including sporting facilities, toilets, picnic shelters, seating, bins, signage and protective barriers.



FIGURE 7. GOVERNMENT HOUSE



FIGURE 8. QUALITY ROW HOUSES



FIGURE 9. NEW MILITARY BARRACKS



FIGURE 10. PRISONER'S BARRACKS COMPOUND



FIGURE 11. KINGSTON PIER PRECINCT



FIGURE 12. SALT HOUSE RUINS



- LEGEND**
- (A1) GOVERNMENT HOUSE COMPLEX
 - (A10) SITE OF POLYNESIAN SETTLEMENT CEREMONIAL MARAE
 - (C) CEMETERY (PITCAIRN + COLONIAL)
 - (D1) NO. 1 QUALITY ROW
 - (D2) NO. 2 QUALITY ROW
 - (D3) NO. 3 QUALITY ROW
 - (D4) NO. 4 QUALITY ROW
 - (D5) NO. 5 QUALITY ROW
 - (D6) NO. 6 QUALITY ROW
 - (D7) NO. 7 QUALITY ROW
 - (D8) NO. 8 QUALITY ROW
 - (D9) NO. 9 QUALITY ROW
 - (D10) NO. 10 QUALITY ROW
 - (D11) NO. 11 QUALITY ROW
 - (D12) OLD MILITARY BARRACKS
 - (D16) NEW MILITARY BARRACKS COMPLEX
 - (D17) COMMISSARIAT STORE
 - (G4) NEW GAOL
 - (G5) PRISONER'S BARRACKS
 - (G5F) FORMER PROTESTANT PRISONERS' CHAPEL (SIRIUS MUSEUM)
 - (G8) DRESSING SHED
 - (H1) SURGEON'S QUARTERS
 - (H6) CIVIL HOSPITAL II
 - (H18) KINGSTON PIER
 - (H23) PIER STORE
 - (H24) SETTLEMENT GUARDHOUSE
 - (H28) CRANKMILL (VESTIGES)
 - (H30) ROYAL ENGINEERS' OFFICE + STABLES
 - (H32) DOUBLE BOAT SHED
 - (H34) POLICE OFFICE
 - (H35) FLAGHOUSES
 - (H38) CONSTABLE QUARTERS
 - (H44) BLACKSMITH'S SHOP
 - (K2) WINDMILL
 - (L4) LIME KILN
 - (L5) SALT HOUSE (RUINS)

FIGURE 13. EXISTING SITE, BUILDINGS AND PRECINCT BOUNDARIES 1:2500

2.1.5 The site in use today (Current Context)

As a living cultural heritage site, Kingston provides amenity to support a variety of uses for a diverse range of users.

Local Resident Use

The site is important in supporting the daily life and cultural activities for those of Pitcairn descent and Norfolk Island residents, across a full range of ages and demographics.

The current cultural uses on the site include many important cultural days (including Bounty Day, Foundation Day, The Hieva, Thanksgiving & ANZAC Day), as a place for family gatherings and celebrations; as a place of worship (All Saints church); and as an active burial site in the Kingston cemetery.

There are currently a diverse range of recreational activities supported on the site. Water-based recreational activities are focused around the Emily Bay and the Slaughter Bay foreshore (including swimming, snorkelling, boating including the outriggers and surfing). Sporting activities include golf and a mix of sports utilising the sports field (oval) and the wider site (including cricket, soccer and cross country).

Other recreational activities on the site include seasonal camping at Emily Bay and whole of site walking and cycling.

Community Group Use

The Lions Club occupies the former Surgeons Quarters near Kingston Pier. They use the building for their membership and open it daily to the public with a display of historical photographs.

Tourism on site

The site supports the Norfolk Island Tourism industry with many tour operators providing a variety of offerings.

Tourism is currently supported on the site through the REO shop, the new orientation space in the Settlement Guardhouse and the museums. The museums conduct regular tours in the site and Government House is opened to the public for one day approximately every three weeks.

Museums are currently in 5 locations on the site including the Commissariat Store Archaeological Museum, the Pier Store Museum, the Sirius Museum, the House Museum and the Research Centre.

There is limited historic monitoring and reporting of visitation including tourists, locals, activities undertaken and locations visited. Vehicle movements on the site include cars and tour buses is more than 1200 trips daily by the main roads. This is estimated to represent more than 2100 visitors per day.

Cruise ships currently represent a small percentage of visitation to Norfolk Island but have been forecasted to be equivalent to arrivals by air in the coming years.

Commerce on site

Kingston Pier is an active commercial pier operation which, in addition to the new Cascade pier, services all shipping arriving to the island. In addition to the necessary service it provides, viewing and interacting with boat arrivals and offloading is a significant cultural experience for the locals and some tourists.

The golf club is currently the major commercial operation on the site and is frequented by locals, tourists and hosts multi-day tournaments that bring in visitors to the island. The club house hosts the Golf Pro shop and until recently, a restaurant.

At present, the REO shop and Golf Club are the only food outlets available on the site. Both offer cold beverages and pre-packaged snacks with limited opening hours at the Golf Club. It is worth noting that the REO used to operate as a small cafe that was popular amongst the local community and visitors.

Administration on the site

Kingston serves as an administrative centre for the Island including Government House as the home of the Norfolk Island Administrator and the New Military Barracks (NMB) serving as the offices for the Departments on island team and the Heritage and KAVHA Governance team.

The courthouse currently occupies the lower levels of the Old Military Barracks and outbuildings are used for court services and interim offices for visiting court staff.

Maintenance on the site

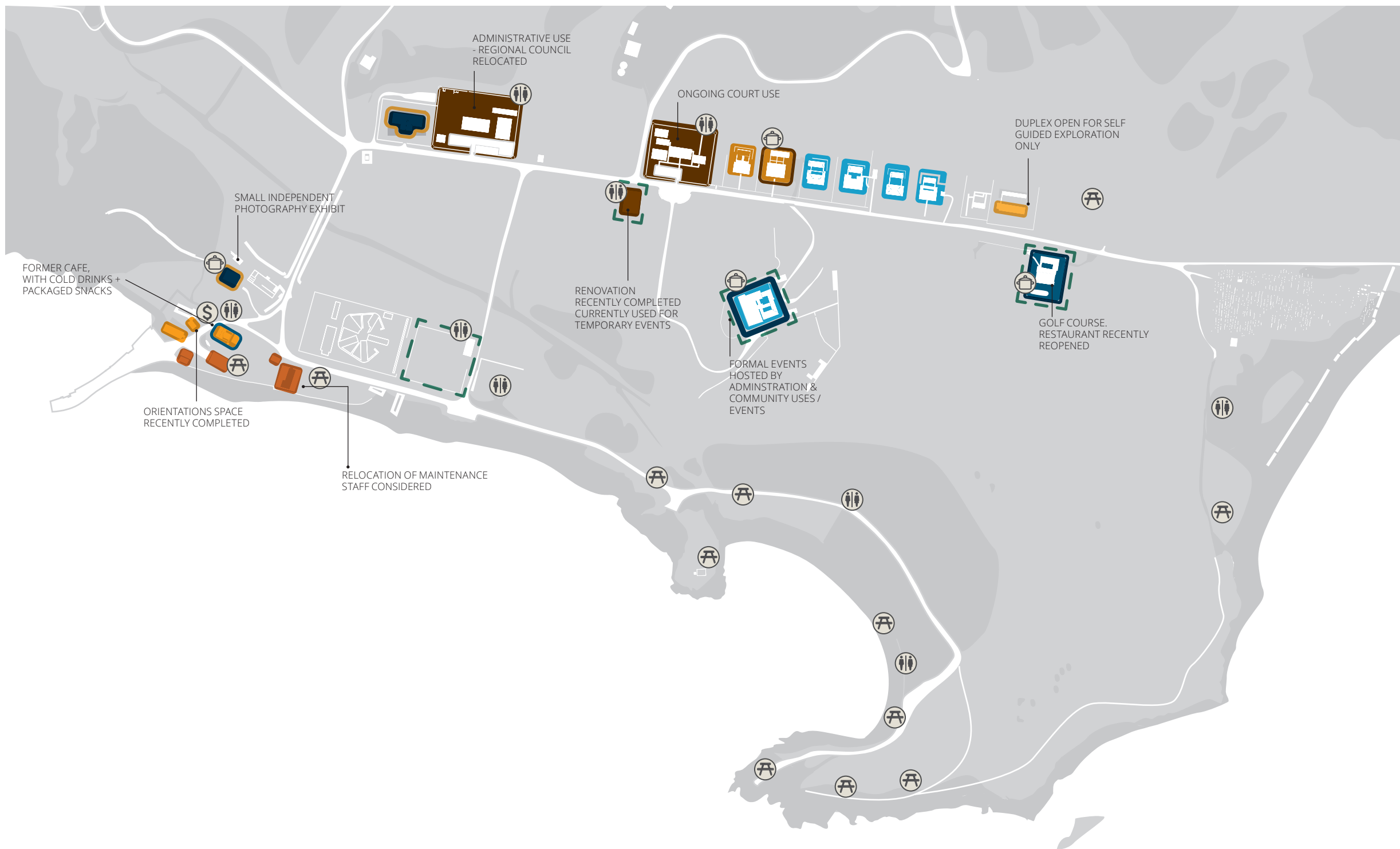
The site is currently maintained by the Department and the maintenance crew is currently based at Kingston located in several buildings including the double boat shed, the blacksmiths shop, No. 11 Quality Row and an open air compound in Arthur's Vale for material storage.

Residential Use

Residential use on the site is focused on the Quality Row Houses including number 5-8. The Government House is the home of the Norfolk Island Administrator.

Leases

The border of the site, valley and highlands is occupied by a number of leasehold properties. These leaseholds include private residences, guest houses and agricultural land.



- LEGEND**
- ADMINISTRATION USE
 - MAINTENANCE USE
 - MUSEUM USE
 - COMMERCIAL USE
 - RESIDENTIAL USE
 - COMMUNITY USE
 - SEASONAL EVENT USE
 - ♿ TOILETS
 - 🍳 COMMERCIAL KITCHEN
 - \$ SHOP
 - ♣️ PICNIC TABLES

NORTH

FIGURE 14. EXISTING SITE USES. 1:5000 @ A3

2.1.6 Landscape Use

The geographic setting of Kingston is significant both in terms of the experiences it offers those who use and visit the place but also in shaping its overall development.

Kingston is set in a large flat area of coastal lowlands, the largest coastal plain on the island. Originally, this was a marshland landscape but following European settlement, was drained and managed for both agricultural and settlement needs. Its former natural character has been transformed. This is true of much of the island which was cleared of dense rainforest to provide materials and opportunities for production.

This plain is defined to the south by the waters of Emily and Slaughter Bays and to the east by Cemetery Bay. This coastal interface is a critical element of the values of the site. It provides the connection to nature – in the biodiversity of the coral reef and dunal systems adjacent (albeit modified by development and land management practices), as well as providing a highly scenic and beautiful outlook that contrasts with the penal heritage of the site.

To the north and west, the sharply rising hills and ridges which define much of the broader island character provide a backdrop to the precinct that creates a sense of enclosure and separation from the rest of the island.

The Kingston Precinct serves various purposes, reflecting historical practices, natural features, and community uses. Although the site may appear to be a relatively unified composition of the historic site with its built form surrounded by a picturesque grassland setting, its use and function are more complex and intertwined with the island community and its relationship to place.

The following identifies the range of landscape uses which occur at Kingston, defined by both the management of the landscape and the activities that take place.



FIGURE 15. CATTLE GRAZING IN THE COMMON

Grazing

This use has an ongoing association with the original settlement and provides a connection to the past while fulfilling an important ongoing use for the island. The management of grazing however has evolved over time reflecting both changes in agricultural practices as well as community attitudes and values.

Grazing lands are managed north of the main ruins of the gaol and barracks and encompass the valley either side of Watermill Creek. Recent management initiatives have seen the introduction of cattle-proof fencing – excluding cattle from the creek and enabling its stabilisation. Drinking troughs have been installed to replace the loss of water access.

Grazing lands also exist within the private leases located to the north within the hills behind Kingston and Arthur's Vale. This usage has shaped and defined the landscape with a grassland landscape dominating the precinct.



FIGURE 16. GOLF COURSE AT NO 1 QUALITY ROW

Sport

The precinct caters to a variety of land-based sporting activities, including golf, cricket, and football. The central and eastern sections of the precinct are designated for golf and the cricket and football codes respectively, with the landscape reflecting these uses.

Golf

The golf course provides a traditional golf course atmosphere, with fairways bordered by trees and shrubs, various land form changes including bunkers, water hazards and greens. Although the golf course is public lands and accessible by the general public, its secondary use is limited due to the incompatibility of passive recreation and golf.

The Golf Course also has a strong tourism function with various tournaments held to attract a broader market.



FIGURE 17. FISHING AT KINGSTON PIER

Sports oval

The maintained grassland set centrally within the precinct between Bounty Street, Government House and off Quality Row serves as a central location for several sports activities, such as cricket and various football codes. However, its usage has declined in recent times, owing to the availability and establishment of alternative facilities at Burnt Pine.

Water sports

Linked to the Emily Bay precinct and extends beyond the reef, this precinct provides an array of activities that are associated with its natural beauty and assets, as well as for functional reasons. The community's strong link to the precinct is established in terms of social connections and interactions with nature.

Key activities include:

- Snorkeling
- Glass bottom boat tourism
- Formal sports carnivals/ swimming events
- Launch site of the Outriggers (including storage)
- Surfing



LEGEND

- PRECINCT BOUNDARY
- WALL
- BUILDING
- REVEGETATED DUNAL AREA
- PICNIC/BBQ AREA
- WHARF
- MAINTAINENCE STOCKPILE
- CEMETERY
- BEACH AND WATER ACCESS
- HOUSE GARDENS
- CATTLE GRAZING ON PUBLIC LANDS
- SPORTS FIELD & GOLF COURSE
- EXISTING TALL VEGETATION
- WATER BODY / DAM
- STREAM / CREEK LINE
- DRAINAGE LINE

NORTH

FIGURE 18. EXISTING LANDSCAPE USES. 1:10000 @ A3



FIGURE 20. QUALITY ROW HOUSE GARDENS

House and garden

The house and garden landscape in Kingston includes private gardens of the Quality Row house and the gardens of Government House. These gardens showcase an ornamental landscape with a variety of plant species and styles from different timelines. They offer the opportunity to illustrate both the functional use of these spaces in the past and the role of garden landscapes in different periods of time.

Government House offers a unique opportunity to reflect:

- The hierarchy and status of the resident's position during the convict period, reinforced by the elevated position of the structure looking down on the gaol and other places of the convict landscape
- The development of pleasure gardens under the direction of various governors
- The development of farm gardens as part of the supply needs for the governor

The opportunity to interpret a period or several periods and provide a layer of interpretation is a real possibility for both the individual Quality Row Houses and the Government House precinct.



FIGURE 19. GOVERNMENT HOUSE GARDEN

Kingston Pier Precinct

The Kingston Pier Precinct includes the main buildings, ruins and archaeological sites of the precinct. It is the built form which most commonly strikes the visitor and defines the various spaces of Kingston. It is the key element which enables the interpretation of the convict period across all its features, facilities and infrastructure and also of the use of Kingston following the arrival of the Pitcairners. The landscape can be interpreted as spaces where people moved and worked, with particular places reflecting various social roles.

Picnic Areas

There are multiple areas across the site where amenities exist in the form of shelters, BBQs and fenced areas. This provides the opportunity to spend longer periods of time within the precinct either individually or as a group. They are focused along the foreshore, maximising the benefit of the outlook over the bay and reef.

Cemetery

The cemetery is located at the eastern edge of the site between the coast and golf course, with a continual and ongoing connection to the community since the convict period. It is a traditional cemetery comprising of headstone and graves with its location being susceptible to erosion from coastal weather conditions and pressures.



FIGURE 21. KINGSTON COMMON AND CREEK

Re-vegetation

Re-vegetation areas refers to focused re-establishment of vegetation for a range of purposes, with a primary focus on land stabilisation.

Dunal area - The coastal foreshore has seen the re-vegetation of the dune system to stabilise sands and protect the adjoining uses including the Cemetery. This has focused on a natural approach in order to enhance biodiversity and control the movement of sand.

Plantation - The installation of plantations on the hills within and adjoining Kingston has been part of a deliberate strategy to both stabilise steep exposed slopes and to define the view catchment of the site and in so doing limit the impacts from external areas and their uses.

Although a traditional soil conservation strategy has been adopted, the current state of vegetation does not reflect the original intention for maintaining a diverse range of plant species. Instead, the stands of vegetation are now dominated by mono-cultures of Norfolk Island pines. This has led to erosion issues, as the tree density limits the potential for ground-covers to stabilise the topsoil layer.



FIGURE 22. ARTHUR'S VALE, WATERMILL VALLEY

Watermill Creek

Watermill Creek catchment extends well beyond the Kingston Precinct and drains through the site.

The alignment of the creek through Arthur's Vale and Kingston is along an altered route modified through the various periods of development. The creek through this section is consequently not a natural creek line but a human construct. Its form was initially established to drain the lowlands to enable the development of the colony. Its management has recently changed to address issues of erosion and water quality which led to the introduction of fencing, plantings and leaky weirs to enable the slowing of water and capture of sediment.

East of Pier Street, the creek's character shifts to a reed lined channel, with limited visibility of the main flow path. Its connection to Emily Bay has been modified with just a single point of entry where in the past, multiple entry points existed.



LEGEND

- WALL/ STRUCTURES
- ▤ EXISTING NORFOLK ISLAND PINES PLANTATION
- EXISTING NORFOLK ISLAND PINES PLANTINGS - AVENUES AND INDIVIDUAL TREES
- REMNANT VEGETATION INCLUDING RE-GENERATION
- SIGNIFICANT REMNANT TREES AS NOTED IN CLMP 2019

NORTH

FIGURE 23. EXISTING SITE VEGETATION 1:10000 @ A3

2.1.7 The historic development of the site (Historic Context)

The Kingston site development history is outlined in detail in the 2016 and 2022 HMP's.

The four key periods of historic site development in chronological order are as follows:

Polynesian Settlement (c1150 to c1540)

Evidence of Polynesian settlement has been known since 1788, but detailed archaeological investigations only took place in the 1990s. The traces of the Polynesian era are represented by archaeological sites as well as artefacts and remains in other areas. Research suggests this was a single, continuous period of occupation. The discovery of bananas growing in Arthur's Vale in 1788 were a legacy of this time.

British Colonial Settlement (1788 to 1814)

Norfolk Island was settled by British troops six weeks after the first fleet landed in Sydney with the intention of using the island as a source of naval supplies and agricultural production. During this period, land at Kingston was cleared for cultivation and livestock and a township of timber and thatch buildings erected for the small population of free people, male and female convicts including Aboriginal Australians.

However, Norfolk Island struggled to support itself independently of mainland Australia with crop failures and the wrecking of the Sirius ultimately leading to the settlement's closure.

British Penal Settlement (1788 to 1814)

Norfolk Island was reopened as a settlement for secondary punishment of convicts transported to Australia. The convict labour force worked in gangs in the mill and quarry and erected a series of buildings including the Prisoners' Barracks, Old Military Barracks and Lumber Yard. Most of the extant heritage buildings on the site date from the later British occupation of Norfolk Island.

This period also saw large-scale changes to the landscape of the site through major infrastructure projects to drain the site. Agricultural production was enhanced with dams and silos. Theories of punishment were also advanced as evidenced in the New Gaol's radiating wing plan.

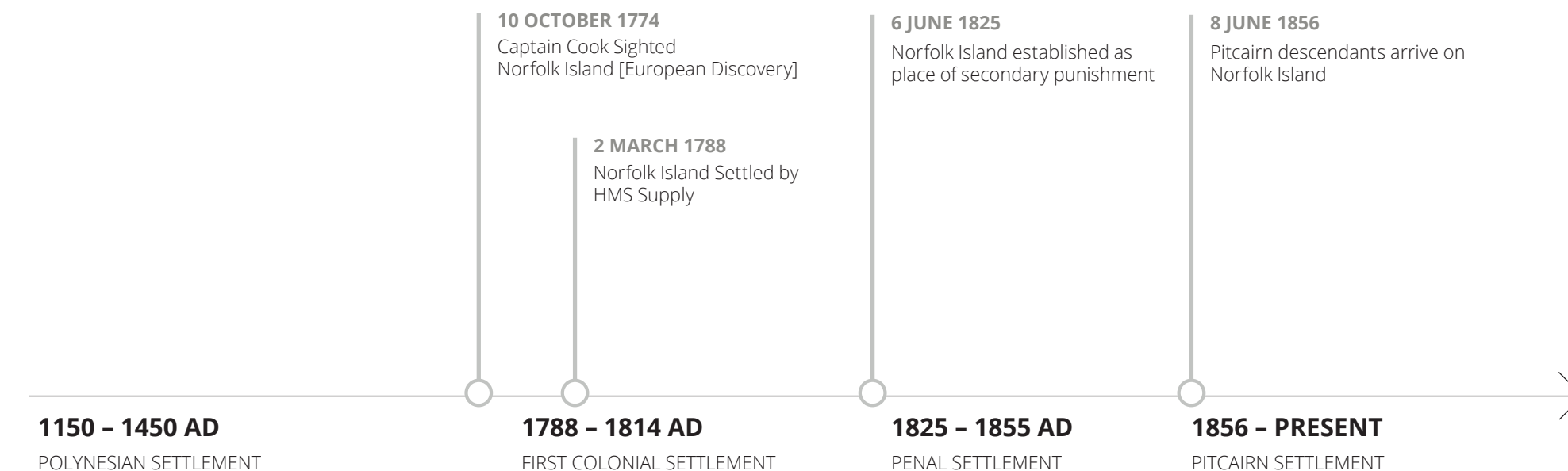
The cessation of transportation to territories outside of Australia saw the closure of Norfolk Island as a penal settlement with the convict population returned to Tasmania.

Pitcairn Islander Settlement (1856 to present)

Descendants of the HMS Bounty mutineers were relocated from Pitcairn island to Norfolk Island in 1856. They initially settled at Kingston, occupying the buildings abandoned at the end of the previous Penal settlement. Buildings that were needed for the new settlement including the Quality Row houses were maintained while others were left to decay or used for building materials.

The extant building in Kingston reflect this pattern of use which had a significant impact on the site as it is today. Tensions over the ownership of the Quality Row buildings resulted in the deliberate burning of a number of houses in 1908. Renovation and restoration projects have been undertaken across Kingston from the 1920s.

The adoption and use of the site by Pitcairner descendants and other new arrivals to Norfolk Island have developed it into a critical cultural and recreation space for the Island. Present day Norfolk Islanders hold a strong attachment to Kingston and to its many layers of history.



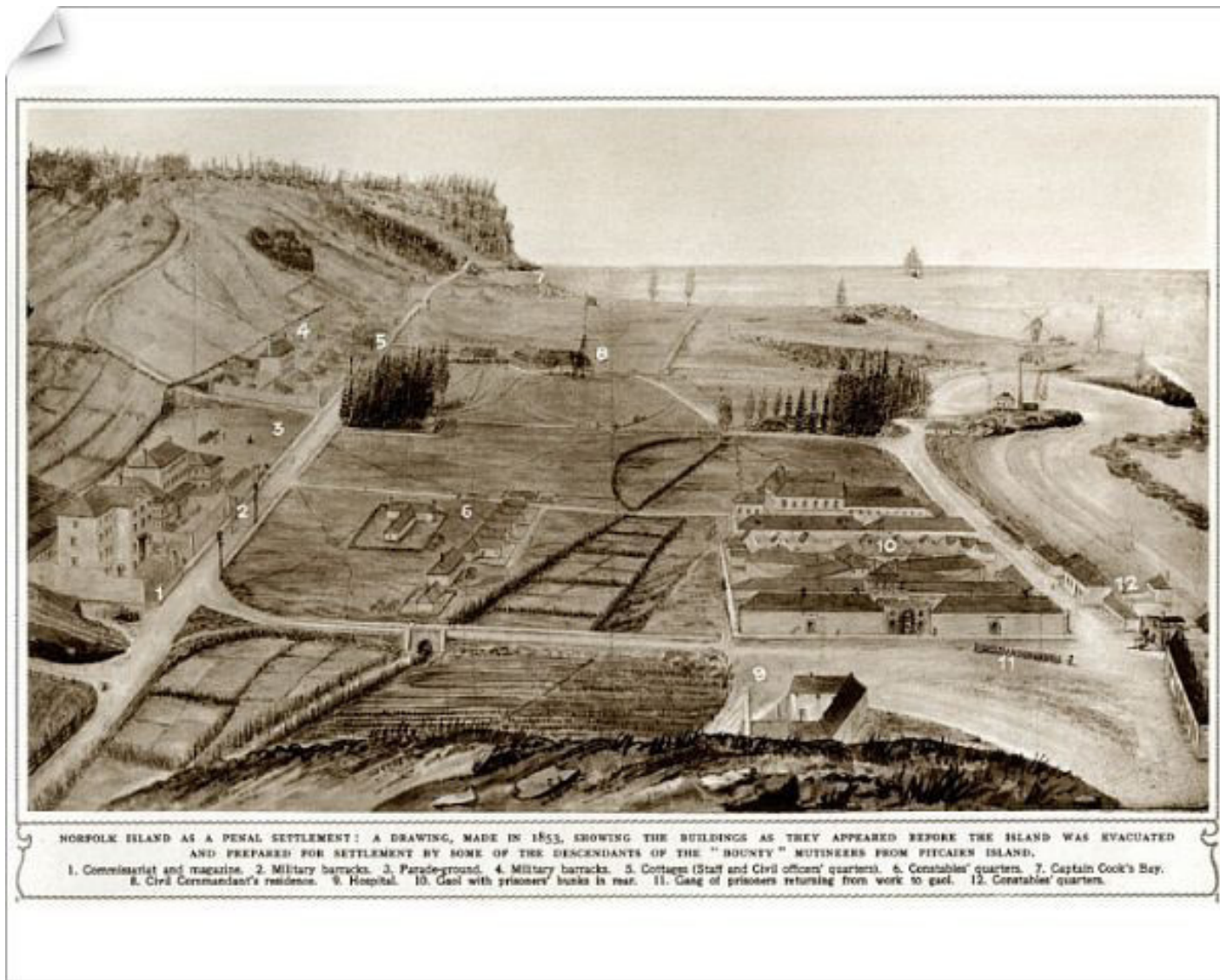


FIGURE 24. HISTORIC ILLUSTRATION OF THE NORFOLK ISLAND PENAL SETTLEMENT, 1853



FIGURE 25. HISTORIC IMAGE OF KINGSTON FROM FLAGSTAFF HILL, 1870-1890

2.1.8 Significance of the site

The cultural heritage and landscape values of Kingston are outlined in detail in the 2016 and 2023 HMPs, as well as in the Cultural Landscape Management Plan (2019) noting the previous use of the name 'Kingston and Arthurs Vale Historic Area'.

Critically, the significance documented in each of these plans acknowledges the heritage values of the site during all of its historical periods including contemporary social and cultural values.

World Heritage Values

The site reflects elements of Outstanding Universal Value ascribed across the 11 sites which together comprise the Australian Convict Sites World Heritage property, inscribed in the World Heritage List in 2010.

As part of this listing, the site is considered to contribute to the listing of the Property under the following World Heritage Criteria:

- iv) an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates a significant stage in human history
- vi) to be directly or tangibly associated with events or living traditions, with ideas, or with beliefs, with artistic and literary works of outstanding universal significance

National and Commonwealth Heritage Values

Kingston (as KAVHA) is independently listed on both the National Heritage List and Commonwealth Heritage List. Although both have differing thresholds of significance, Kingston is inscribed because it meets the following criteria:

- a) *Events, Processes:* The place has outstanding heritage value because of the place's importance in the course, or pattern, of Australia's natural or cultural history
- b) *Rarity:* The place has significant heritage value because of the place's possession of uncommon, rare or endangered aspects of Australia's natural or cultural history
- c) *Research:* the place has significant heritage value because of the place's potential to yield information that will contribute to an understanding of Australia's natural or cultural history
- d) *Principal Characteristic of a Class of Places:* The place has significant heritage value because of the place's importance in demonstrating the principal characteristic of a class of Australia's natural or cultural places
- e) *Aesthetic Characteristics:* the place has significant heritage value because of the place's importance in exhibiting particular aesthetic characteristics valued by a community or cultural group
- g) *Social Value:* the place has significant heritage value because of the place's strong or special association with a particular community or cultural group for social, cultural or spiritual reasons.
- h) *Significant People:* the place has significant heritage value because of the place's special association with the life or works of a person, or group of persons, of importance in Australia's natural or cultural history

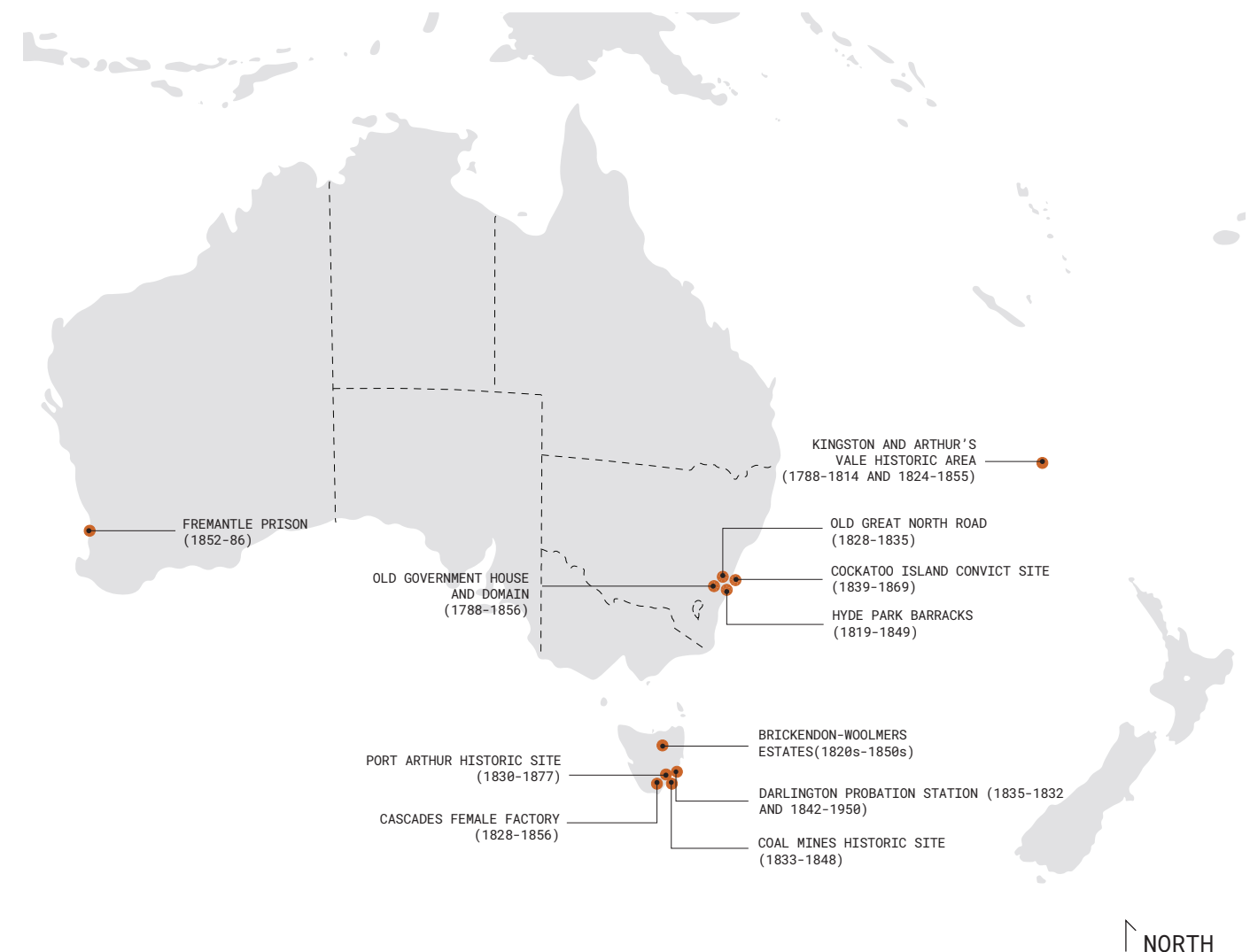


FIGURE 26. WORLD HERITAGE CONVICT SITES GROUP LISTING

2.1.9 Management of the site

The management of Kingston was previously supported by NIRC through a service delivery agreement, until a recent transfer of responsibilities to the Department. This agreement enabled the maintenance of buildings and landscapes within the site. Recently, the management of the museum collections, which are owned by the Commonwealth, was reassigned to the Department.

Reference documents

This SMP should be read in conjunction with other management documents for Kingston, most specifically the Kingston and Arthur’s Vale Historic Area Heritage Management Plan Draft Report GML Heritage 2023. Once formally adopted, this plan will be the authoritative document for decisions concerning the heritage values of Kingston. The 2023 plan will replace the 2016 version.

Obligations under the World Heritage Convention

Kingston was included in 2010 as one of the 11 sites that make up the Australian Convict Sites World Heritage Property. Obligations are outlined under the articles of the World Heritage Convention and its accompanying Operational Guidelines. These obligations are enacted through the Australian Government Environmental Protection and Biodiversity Conservation (EPBC) Act 1999 and the Australian Intergovernmental Agreement on World Heritage.

Commonwealth Government Legislation

Norfolk Island Act 1979 and Norfolk Island Legislation Amendment Act 2015

Environmental Protection and Biodiversity Conservation (EPBC) Act 1999

Norfolk Island Legislation

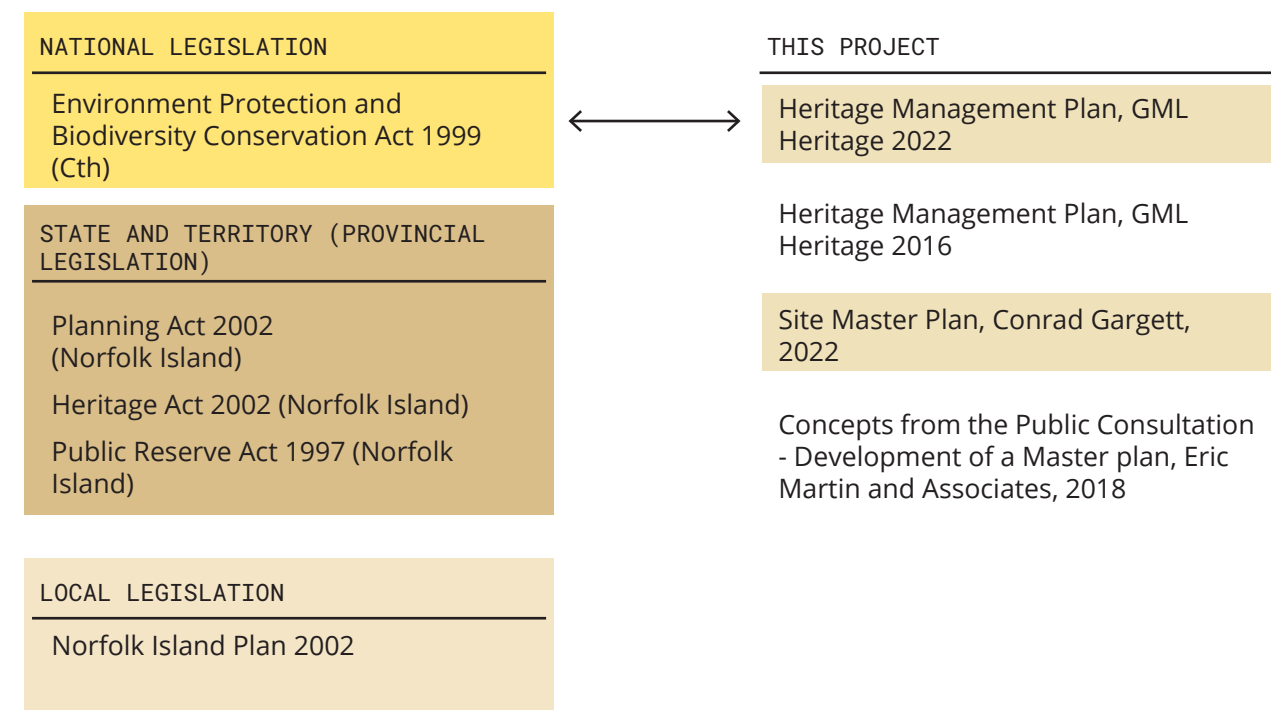
- Planning Act 2002
- Heritage Act 2002
- Public reserves Act 1997
- Development Approval under the Kingston Development Control Plan (2020)

Convict Sites Strategic Management Framework (2018)

This framework provides an overarching framework for the cooperative management of the 11 sites that make up the Australian Convict Sites

Kingston and Arthur’s Vale Area Heritage Management Plan (2023) by GML Heritage

Development on the site is guided by the strategic principles, policies and actions in the 2023 HMP. All proposed work on the site should be in keeping with this guidance.



REFERENCE DOCUMENTS

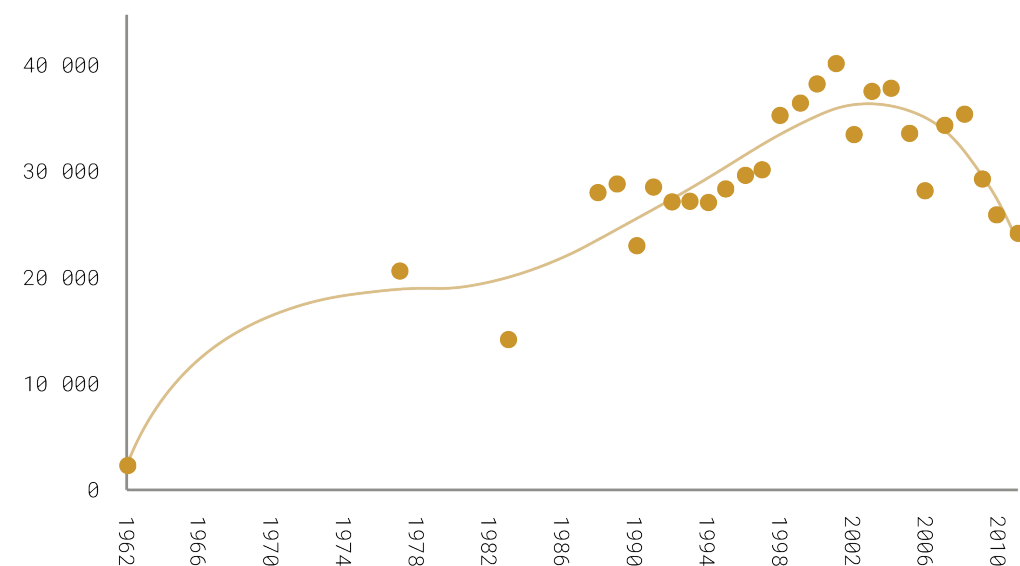
Cultural Landscape Management Plan GML Heritage, 2018	Tourism Strategy for the Kingston Report Bruce Leaver of Ashley Fuller & Association, 2011
Kingston Conservation Management Plan New South Wales Government, 2008	Kingston Economic Feasibility Study The Centre for International Economics prepared for the Department of Infrastructure and Regional Development, 2017
Kingston Archaeological Zoning and Management Plan, Extent Heritage, 2020	Materials Palette for Kingston, Convergence Design for the DIRC Kingston Secretariat, 2019
Norfolk Island The Archaeological Survey of Kingston and Arthur’s Vale Vol. 1 Department of Housing and Construction, 1983	Kingston Norfolk Island Condition and Conservation Report, Purcell, 2017
Asset Management Plan Norfolk Island Kingston Department of Housing and Construction, 2020	Kingston Safety Hazards Investigation, AECOM, 2018
Kingston Development Control Plan AECOM, 2020	Heritage Maintenance Manual Purcell, 2019
Kingston Interpretation Plan Convergence Design, 2020	

2.2 Visitation to Kingston

- Norfolk Island receives relatively fewer visitors than comparable island destinations and World Heritage sites. However, even considering this, Kingston falls short in terms of attracting and impressing visitors on the island. There is a considerable amount of work that needs to be done to bring this attraction up to an average performance range. This task will be even more challenging as the main older market demographic (Silent Generation) decreases, and the next most accessible market (Baby Boomers and families) become more discerning (see Section 2.2.3).
- The growth in visitor numbers to Norfolk Island has mainly been driven by the preferences of older Australian and New Zealand travelers. Despite intensified marketing campaigns, visitation rates have not increased significantly. The main challenge is not to convince the shrinking Australian domestic market to visit Norfolk Island, but rather competing with other attractive and budget-friendly international destinations to capture the outbound market.
- It is estimated that a large majority of visitors to Kingston are local residents, potentially accounting for up to 95% of all annual visits. This calculation is based on the assumption that 21,000 visitors to Norfolk Island represents a proportion of the 508,518 total visits in a year.

Overall visitation to the Kingston site

A comprehensive Site Master Plan for an attraction such as Kingston must take into account the patterns of visitation, including the number of visitors, their duration of stay, and the locations they visit. Analysing visitation input can help identify potential issues in visitor management, such as unclear and conflicting visitor movements through the site, potential congestion and subsequent visitor impacts on the site and overall visitor experience.



Source: ACIL Tasman 2012

FIGURE 27. VISITATION TO NORFOLK ISLAND 1962-2010

Visitation to Kingston is made up of several broad visitor groups:

- Local people that work on the site and typically visit five times a week on weekdays
- Local people that come for recreational purposes throughout the week, and especially on weekends and holidays
- Education groups coming to learn more about the site and its history
- Local people and visitors to Norfolk Island coming to attend an event or function
- Some of the visitors to Norfolk Island

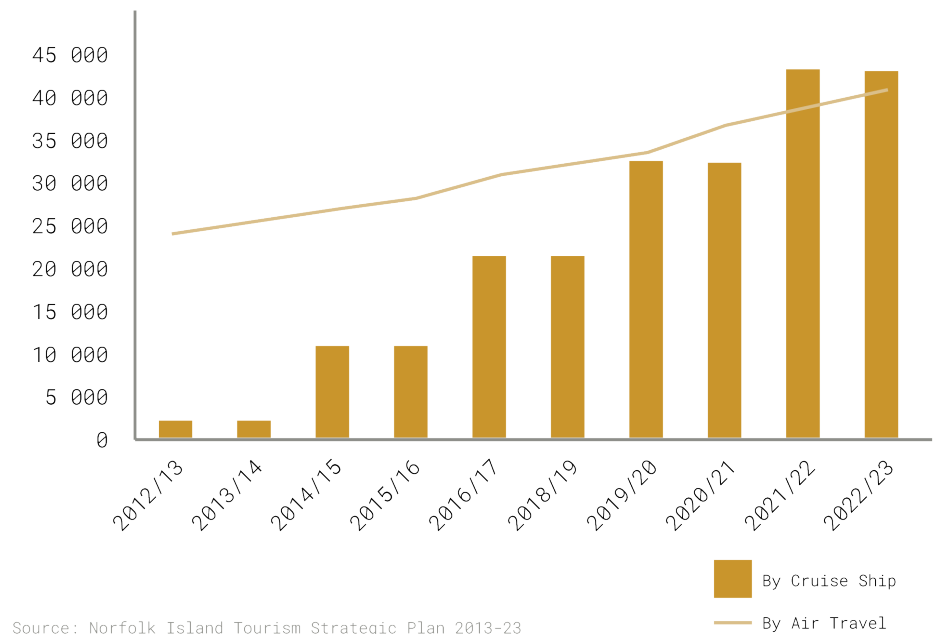
Due to limited historic monitoring and reporting of these visitation sources, there is insufficient information on overall visitation levels, peaks, troughs, locations visited or activities undertaken.

In 2022, traffic monitoring at several roads throughout the site was undertaken to understand traffic volume, movements and speeds. The highest traffic count was recorded on Pier Street (over 12 months), which received 440,937 movements or 1,208 vehicles per day.

To generate daily and annual visitation from the car count, an average of 1.8 persons per vehicle (observed in this period) was used.

This generates:

- 793,687 visits per annum
- 2,174 visits per day



Source: Norfolk Island Tourism Strategic Plan 2013-23

FIGURE 28. ACTUAL AND FORECAST VISITATION TO NORFOLK ISLAND (2012/13-2022/23)

2.2.1 Capture rate of visitors to Norfolk Island

Visitation to Norfolk Island

Figure 27 shows growth in visitation from a very low base in the 1960s, followed by stagnation in the 1970s, growth in the 1980s and 90s, a decline in early 2000s to around 21,000 in 2010.

Actual tourist visitation data in 2012/13 started to be collected (see Figure 28). Visitation data to Norfolk Island was only collected in Australia's National Visitor Survey (NVS) from 2017. From the NVS, Table 3 presents the number of overnight trips and nights for Norfolk Island in 2020 and 2021, compared to Lord Howe Island, King Island and NSW, and suggests that over the average of the three years pre-COVID of 2017 to 2019 (pre COVID-19 border closures), there were 23,000 domestic adult visitors (over 15 years old) spending a total of 168,000 visitor nights.

Of this visitation by Australians, the vast majority were for a holiday purpose. In 2017-19 holiday visitors provided 97% of visitors and visitor nights to Norfolk Island. Visitation to Lord Howe Island and King Island were not as dominated by holiday visitors (84% of

visitors and 76% of visitor nights for Lord Howe Island) and (60% of visitors but only 20% of visitor nights for King Island, which had long-staying business visitors perhaps related to a new Tungsten mine).

Tourist visitation to Norfolk Island declined in 2020/21 when international borders were closed due to the COVID-19 pandemic but has been recovering towards pre-COVID levels in 2022. Figure 28 shows the 2012/13 split between arrivals by air at 92% (24,000) and cruise ships at 8% (2,000) and forecast growth by both sectors to 2022/23. The forecast suggested cruise ship visitation would steadily grow to be equivalent to air arrivals by 2022/23, which has not happened due to a range of external factors influencing cruising, as well as island factors such as a suitable wharf to manage arrivals and departures, and cruise passenger interest in getting off the ship to explore Norfolk Island, which has been less than 50%. Nonetheless, it should be stressed that neither Norfolk Island nor Kingston are equipped to manage visitation if cruise ship arrivals reach this forecast.

TABLE 1. 6 MONTH TRAFFIC COUNT WITHIN KINGSTON (FEB-JULY 2022)

YEAR	PIER STREET	COUNTRY RD	BAY ST	QUALITY ROW
Total vehicles	197,445	175,996	131,761	77,676
Average per day	1,156	1,030	771	444
Busiest day	Sunday	Wednesday	Sunday	Wednesday
Quietest day	Friday	Saturday	Friday	Monday
% Vehicles over speed limit	42%	36%	61%	19%

TABLE 2. CLAIMED VISITATION TO KINGSTON COMPARED TO OTHER WORLD HERITAGE AREA CONVICT SITES (2015/16-16-17)

WORLD HERITAGE AREA CONVICT SITE	2015-16 VISITATION
Woolmers Estate (Tasmania)	9,000
Kingston	21,000
Cascades Female Factory (Tasmania)	31,000
Darlington Probation Station	31,000
Hyde Park Barracks (Sydney)	117,000
Fremantle Prison	200,000
Cockatoo Island Convict Site	327,000
Port Arthur	364,000

Visitation to Kingston by visitors to Norfolk Island

Annual visitation to Kingston was estimated at 21,000 in 2015-16 (The Centre for International Economics, 2017, Kingston Economic Feasibility Study). There is no explanation or source quoted of how this number was determined. Assuming that this estimate was for international visitors only, then it means about 57% of visitors to Norfolk Island, came to Kingston (there were 10,000 cruise visitors and 27,000 air visitors that year, and 57% of 37,000 is 21,000). A 57% capture rate on a small island with limited competing attractions is a very modest result. Similarly, the visitation is equally very modest in comparison with other World Heritage Australian Convict Sites, as shown in Table 2 (Data for Heritage Australia convicts sites excludes the Coal Miners, Brickendon and Great North Road). Australia's National Visitor Survey registered a 50% capture rate, equating to 11,500 visitors averaged between 2017-19, dripping to 9,000 visitors between 2020-21.

International visitation is an ancillary market for Norfolk Island. However, in this market, the capture rate for visitation to Kingston is lower than domestic tourism.

The Norfolk Island visitor survey (2015-17 average) indicated that only 6% of visitors said that their main purpose of visiting Norfolk Island was to learn about history / ancestors, and just 14% that their favourite aspect of Norfolk Island was Kingston. A smaller sample size piece of research found that only 5-10% of visitors sampled would not come to Norfolk Island if Kingston did not exist (The Centre for International Economics, 2017, Kingston Economic Feasibility Study).

The education audience is distributed between local school students, a small number of external secondary and tertiary students and independent researchers, many of whom seek genealogical information.

TABLE 3. NUMBER OF OVERNIGHT TRIPS AND NIGHTS FOR NORFOLK ISLAND IN 2020 AND 2021, COMPARED TO LORD HOWE ISLAND, KING ISLAND AND NSW (TRA NVS)

INDICATOR	LOCATION	2020-2021 AVERAGE	2017-19 AVERAGE	AVERAGE DIFFERENCE	AVERAGE LENGTH OF STAY 2017-19
Overnight trips (000)	Lord Howe Island	18	20	-13%	7
	Norfolk Island	18	23	-20%	7
	King Island	12	16	-23%	11
	NSW	24,400	35,345	-31%	3
Nights (000)	Lord Howe Island	116	153	-24%	-
	Norfolk Island	163	168	-1%	-
	King Island	45	175	-74%	-
	NSW	85,064	110,633	-23%	-

2.2.2 Tourist activities while visiting Kingston

A notable difference between the general local and tourist use of Kingston is the level of engagement and the focus on learning about the site. Locals tend to use heritage sites for general recreational purposes, whereas tourists visit Kingston with a desire to explore and learn about the site's historical significance. The greatest way to highlight this is the use of museums. Table 4 shows that of the 21,000 tourists reportedly visiting Kingston, around a third of them purchase a ticket to explore one or more museums on the site (7,735 tickets sold in 2015/16).

A breakdown of actual visitation to the various museums suggests relatively similar attendance of around 3,000 to 6,000 visitors per annum. The post COVID-19 recovery year of 2021/22 is looking like being the most visited ever, with museum visitation already well above the highest year and not yet closed so likely to be another 30% higher by year end.

Table 4 presents the trends in visitation to the Pier Store, Sirius Museum, Commissariat Store and No 10 House Museum, and suggests consistently slightly more visitation at the Pier Store than the other museums, and a significant recent increase in visitation post COVID-19.

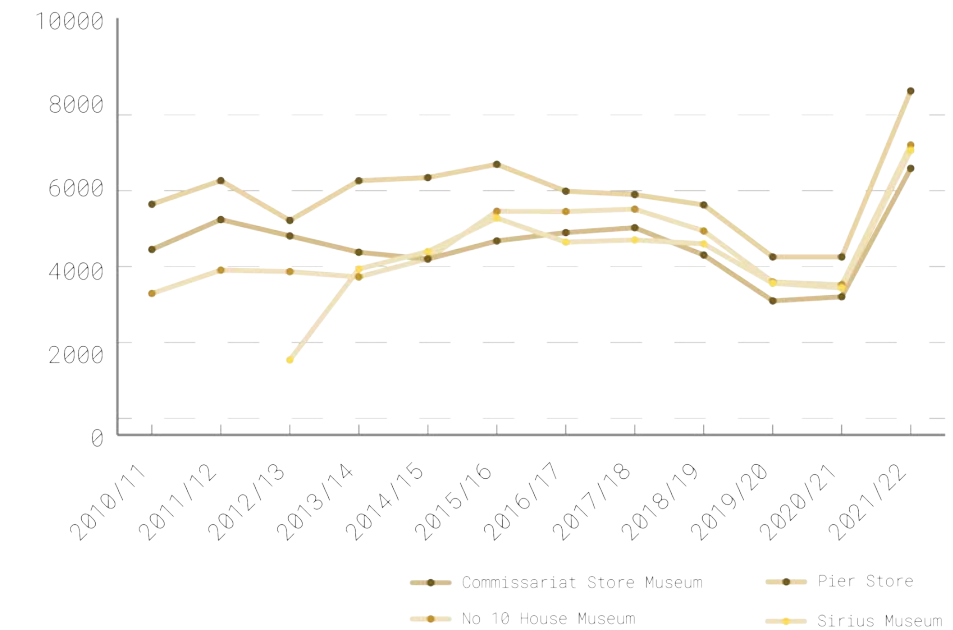


FIGURE 29. ACTUAL VISITATION TO NORFOLK ISLAND MUSEUMS 2010/11 TO 2021/22

TABLE 4. VISITATION TO KINGSTON MUSEUMS (2015/16 TO 2021/22)

MUSEUM AND TOUR	15/16	16/17	17/18	18/19	19/20	20/21	21/22
Bounty Museum	6,486	5,841	5,841	5,512	4,264	4,263	8,247
Sirius Museum	5,198	4,620	4,672	4,579	3,632	3,521	6,189
Commissariat Store	4,649	4,848	4,966	4,311	3,211	3,309	6,390
No 10 House Museum	5,360	5,354	5,411	4,887	3,666	3,596	6,950
Research Centre visitation	-	-	-	1,633	1,076	1,976	3,960
Tag-a-long Tour	5,676	5,683	5,135	4,315	3,029	2,900	5,613
Cemetery Tour	724	689	609	614	526	591	1,143
Total museum tickets (visitors)	7,735	7,973	7,973	7,973			

TABLE 5. SHARE OF OVER 55 AGE MARKET VISITING NORFOLK ISLAND, LORD HOWE ISLAND, KING ISLAND AND NSW (TRA NVS)

INDICATOR	LOCATION	SHARE OF OVER 55S IN ADULT (15+) VISITATION
Overnight trips (000)	Lord Howe Island	57%
	Norfolk Island	93%
	King Island	35%
	NSW	32%
Nights (000)	Lord Howe Island	59%
	Norfolk Island	96%
	King Island	49%
	NSW	41%

2.2.3 Visitor Profile

Due to the insufficient monitoring and reporting of visitor profiles in Kingston, information on local profiles is not available. The closest source is the visitor profile of tourists indicating visitor preferences, experiences and characteristics of visitors. However, the most recent data available to us was from 2012/13 and 2015, which provided the following insights:

- The biggest influence to visit is by recommendation (32%) not conventional tourism marketing channels
- 78-80% source markets are from Australia, followed by 10-20% from New Zealand;
- Visitors most likely to be aged 55 years and over, with highest proportion 65 years and over (see Figure 30)
- More likely to be female (57%) than male
- Predominantly first-time visitors (60-70%)
- Most likely to stay in a self-contained apartment (60%, see Figure 33)
- Typically spend mid-range (\$501 to \$1,000 per day, see Figure 31)
- Moderate levels of satisfaction (rated Great, see Figure 32)
- More impressed with tours and accommodation than food and beverage or shopping

The extent of how unusual Norfolk Island's dominance of over 55 age group is can be seen in Figure 30, which shows 93% as over 55 whereas Lord Howe Island is 57%, King Island 35% and NSW just 32%.

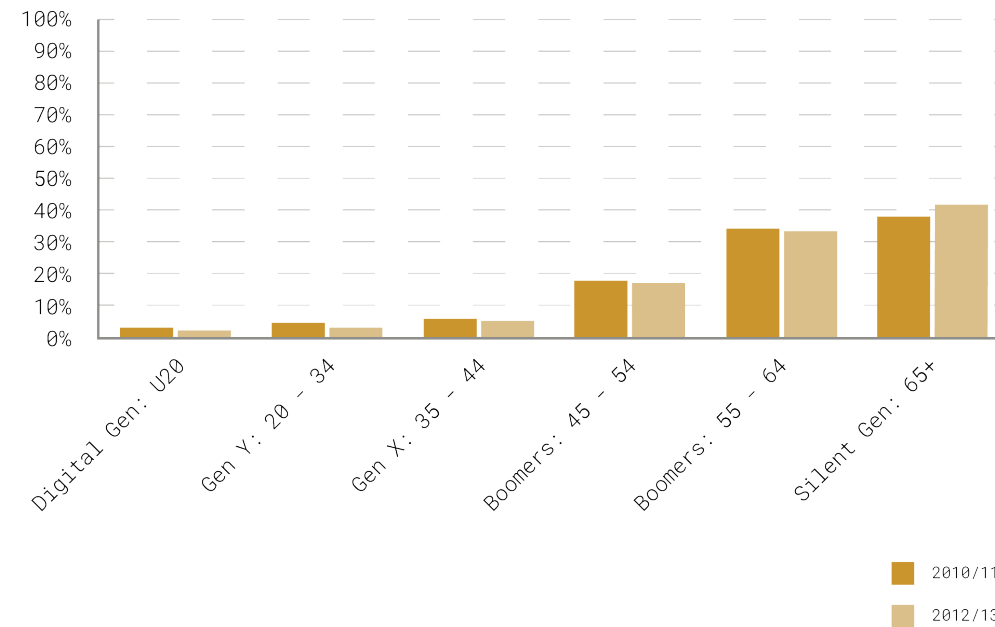


FIGURE 30. AGE DISTRIBUTION OF TOURISTS TO NORFOLK ISLAND (2010/11 TO 2012/13)

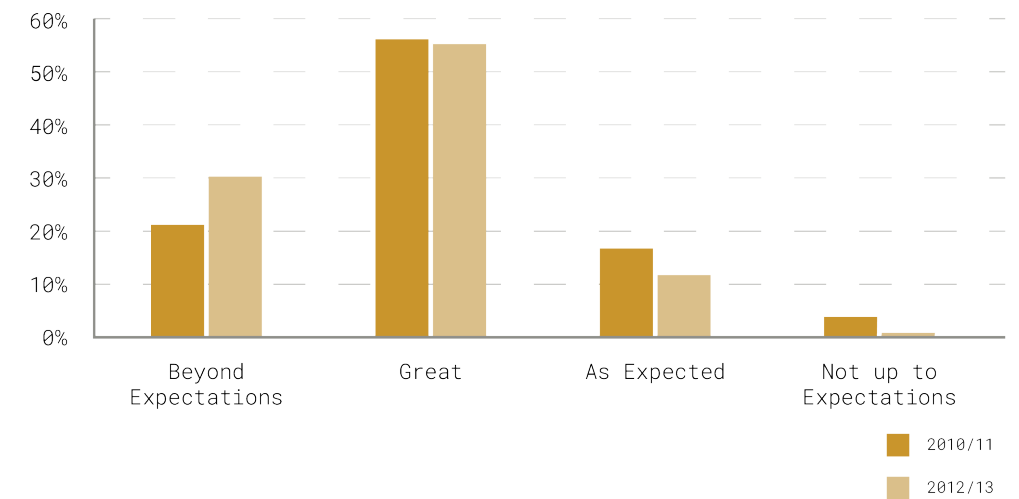


FIGURE 32. OVERALL SATISFACTION WITH VISIT TO NORFOLK ISLAND (2010/11 TO 2012/13)

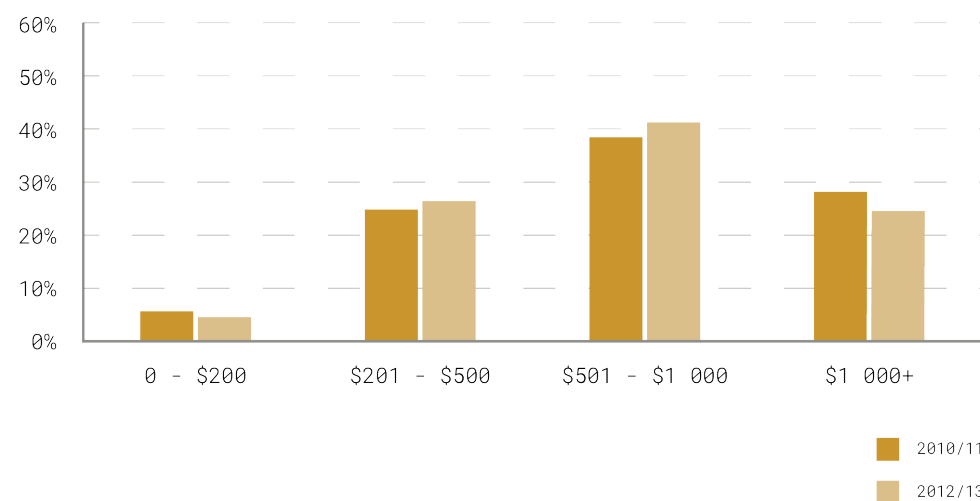


FIGURE 31. DAILY SPEND WHILE ON NORFOLK ISLAND (2010/11 TO 2012/13)

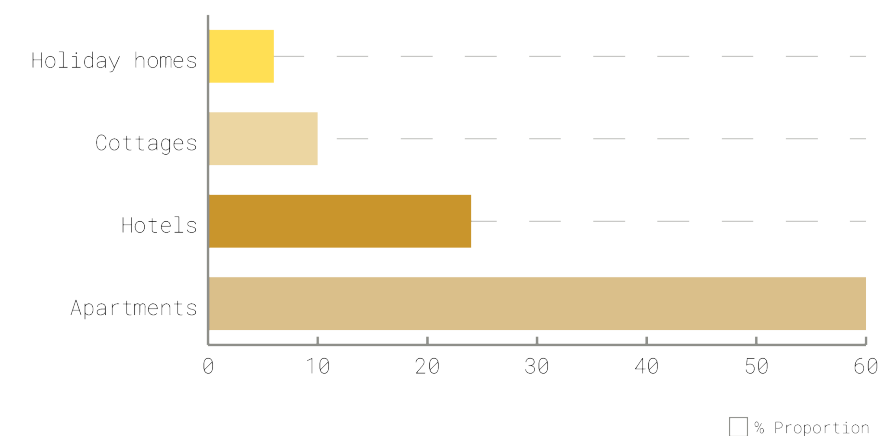


FIGURE 33. ACCOMMODATION UTILISED ON ISLAND (2015)

2.2.4 Target markets

To effectively attract visitors, it is important to identify target markets that are the best match for the destination's offerings which are likely to result in medium-term growth in visitation. Trying to appeal to all types of visitors is often not feasible or effective. By focusing on target markets, the destination can tailor experiences and marketing to best meet the needs of those markets.

The Tourism Strategy for Kingston (2011) recommended that the target market for Kingston visitors be “that portion of the ‘baby boomer’ market that is well educated, well heeled, has a high level of interest in history and heritage and, ideally, ancestral convict era connections with Norfolk Island.”

The Norfolk Island Tourism Strategic Plan (2013-23) identified a need to target Baby Boomers and their travel segment known as Experience Seekers. The reason for this is that the historically dominant Silent Generation (75+) market is declining. The Strategic Plan identified Baby Boomers as the next closest target market to the Norfolk Island offer.

Targeting Baby Boomers will require Norfolk Island and Kingston visitor management, interpretation and product development to change from the focus they have had on the Silent Generation to the traits of Baby Boomer, which include:

- tertiary educated and widely experienced and informed
- open-minded, strong interest in World affairs and in the issues and choices that history reveals
- seek out and enjoy authentic personal experiences they can talk about, involve themselves in holiday activities
- place high value on contrasting experiences (i.e. different from their everyday lives)
- spend more and come from households that have higher than average household income

The Norfolk Island Tourism Strategic Plan 2013-23 identified Australia and New Zealand as the prime source markets and within this the following niche interests to further develop (not in order):

- History (world heritage, the island story)
- Culture (language, local customs)
- Activities (special events, touring, wellbeing)
- Food (sustainability, homegrown, seasonal)
- Sports (sport facilities, sporting events)
- Eco Tourism (flora and fauna)





3

What We Have

This section looks at many different layers of the site through the lens of:

- Current conditions
- Issues & opportunities
- Risks & consequences
- Supporting policy & plan recommendations

This section is informed by on site analysis, existing resources and consultation with site users and locals.

It establishes the areas of interest which support the subsequent recommendations

3.1 Getting to & around Kingston

3.1.1 Entry and Circulation

- Create centralised orientation points that facilitate better site engagement and wayfinding
- Provide all weather gathering spaces for larger groups
- Consider collocation of services for visitors and locals to enhance the functionality of the site

Current condition

Locals access the site throughout the day for a variety of uses and use all entry routes and roads. Kingston is currently accessed and entered from four entry roads without a clear primary entry point.

Currently, there is no recommended itinerary for visitors to explore the site, whether they are visiting independently or with a guided tour. The typical way visitors navigate the site is by driving in a series of disjointed sections with stops at hub areas where there is a significant attraction(s). This approach, referred to as "bunny hopping," can lead to a diminished overall experience of the site.

It is important to note that the arrival experience is critical in visiting a heritage attraction. A well-designed arrival experience provides a travel route to the site that is easy to follow and intuitive, avoiding confusion and unpredictability.

Upon analysis of the existing conditions, it was established that:

- There is currently no specific arrival route to the site that is designated, promoted, and signed, making it difficult to create an effective arrival experience
- There is no all-weather orientation facility and no face-to-face customer service available to visitors
- Bathroom facilities are not conveniently located near the orientation and interpretive introductory experiences

- There is limited on-site equipment available to ensure a safer and more comfortable exploration
- There is no established routes for pedestrians or drivers that provide a logical sequence of events, minimising the need to double back
- There is no place that effectively ties together the stories and provides a satisfying conclusion or farewell for visitors before departure

There is extensive vehicle- based 'bunny hopping' between attractions that:

- Makes driving, parking, alighting, re-entering and driving again a central part of the experience, which diminishes the cognitive, emotional and spiritual impact of the site
- Distracts, dilutes and muffles the impact of each hub experience
- Creates potential pedestrian safety risks with more traffic starting and stopping
- Creates visual impact of cars parked and driving all over the site
- Creates physical impacts on the landscape from cars parking indiscriminately (compacting the ground, killing vegetation and causing muddy areas)

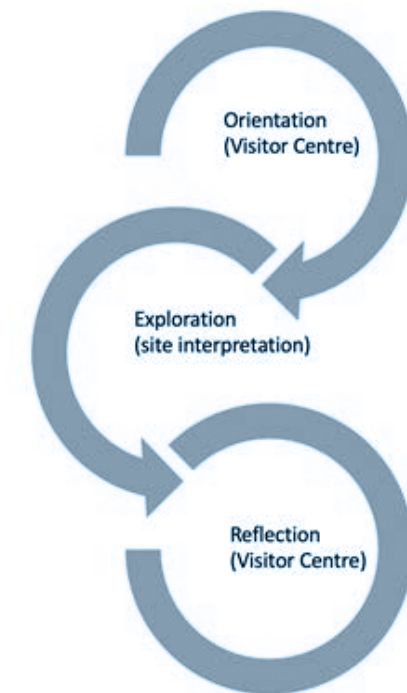


FIGURE 34. THE THREE KEY PHASES OF A HERITAGE VISIT

Issues and opportunities

Contemporary visitor management suggests that there are three key stages to visiting a heritage site, as shown in Figure 34. These are orientation, exploration and reflection.

Interpretation sequences can build on foundations, such as:

- Telling stories in a historical sequence of events from earliest to most recent
- Telling a story by setting the scene, building drama, climax and a finish

Parking as part of circulation is covered separately in the next Section 3.1.2.

Visitor Orientation

The arrival experience is a crucial part of the visitor orientation. To make it effective, there are five key elements that need to be considered:

1. Provide a clear and easy-to-follow travel route to the site that is logical and intuitive, rather than confusing and unpredictable.
2. Begin with a lookout and orientation facility that offers an overview of the site from a higher vantage point and includes a map to identify recommended routes.
3. Offer an introduction to the site that provides a comprehensive overview and framework for smaller experiences throughout the site.
4. Provide an interpretive experience that highlights features that are difficult to discern within the site due to a lack of visual evidence or a need for additional visual support to convey the story.
5. Equip and empower visitors with any necessary equipment to comfortably and safely explore the site.

The only one of the above elements delivered at Kingston is an outdoor orientation at Queen Elizabeth II Lookout (see Figure 35). Approximately 80% of the Kingston site can be viewed from a single standing point, and orientation and introductory interpretation signs assist the lookout deliver a useful and uplifting experience.

Big Picture Interpretive Introduction

As previously mentioned, an effective arrival experience should include a big picture introduction to the site. This usually features static displays, an audio-visual presentation and customer service volunteers or staff who can answer questions about the site and provide guidance on where to explore based on visitors' interests. At Kingston, an interim version of a big picture interpretive introduction has recently been installed in the former Settlement Guardhouse, located within the Pier Precinct. While this initiative covers the essential content, it is a temporary solution until a larger and more comprehensive facility can be developed. The small sized building can accommodate up to 10–12 people, with limited access for larger tour groups.

Empowering supporting equipment

Providing equipment for visitors is an important aspect of creating a safe and comfortable exploration experience of the site. Basic equipment such as hats, sunscreen, raincoats, insect repellent, drinking water, refreshments and snacks can be provided to visitors. Additionally, more elaborate equipment such as interpretation audio-visual equipment and transportation to move around the site can also be made available.

There is currently a lack of empowering equipment available on the site. While the REO provides a souvenir orientation to some of the basic equipment, there is a great opportunity to enhance this service as a part of the overall arrival experience.



FIGURE 35. THE QUEEN ELIZABETH II VISITOR ORIENTATION AND INTRODUCTORY SIGN

Consequences & Risks

- Visitor confusion and uncertainty upon arrival is a common issue at many heritage sites, as proven by visitor research at Machu Picchu World Heritage Area in Peru. An approved Master Plan for the site will introduce a new visitor centre with extensive visitor orientation displays and suggested routes.
- Visitors often receive a disjointed collection of stories without proper sequencing and interconnections, as shown by visitor research at Tikal World Heritage Area in Guatemala. However, an interpretation plan and supporting master plan that focused on building sequential stories rather than individual ones significantly increased visitor satisfaction and understanding of the site.
- Congestion and duplication of routes can negatively impact the visitor experience, as demonstrated by an implemented master plan for the Stonehenge World Heritage Area. This plan successfully reduced congestion and improved visitor satisfaction and understanding of the site.
- Excessive vehicle use can also negatively impact the cultural landscape and visitor experience, as seen in the Blue Mountains World Heritage Area's Echo Point. An implemented master plan that pulled traffic and parking back from the lookout and re-landscaped the area significantly improved visitor satisfaction by reducing congestion, traffic noise, and visual impacts.
- Low visitor satisfaction can lead to negative word-of-mouth recommendations and social media reviews, lowering destination competitiveness and economic benefits. However, the case studies above demonstrate that implementing changes can lead to more positive reviews, increased competitiveness, and economic benefits for the visitor economy.

Supporting policies and plan recommendations

The Kingston Governance Review (2010:32) recommended the construction of a “purpose-built visitor centre through the combination of the museums (p37) at a centrally located tourism/cultural/community complex to provide a one-stop tourism centre for interpretation activities, tours, conference facilities, exhibitions, lectures and special interest activities”.

The Tourism Strategy for Kingston (2011) supported the development of a visitor centre and museum to house one (Sirius) or more collections. It further canvassed the following options to realise this initiative:

- Outdoor exhibition at Queen Elizabeth II Lookout (no building) coupled with digital service across the site
- Adaptation and refurbishment of the New Military Barracks (favoured)
- Redevelopment of the Blacksmiths Yard
- New building close to one of the entry points to Kingston
- New building at Watermill Valley (consistent with Port Arthur precedent)

The Tourism Strategy for Kingston (2011) stressed the need to maximise commercial opportunities at a new visitor centre, to help support the building operating costs.

The Kingston Interpretation Plan (2019) recommended the development of a defined and dedicated orientation space as a starting point for the visitor experience. It suggested that the Centre could be housed in a purpose-built facility or an adapted existing building.

The Kingston Economic Feasibility Study (Centre for International Economics 2017) identified a lack of visitor orientation and introductory information.

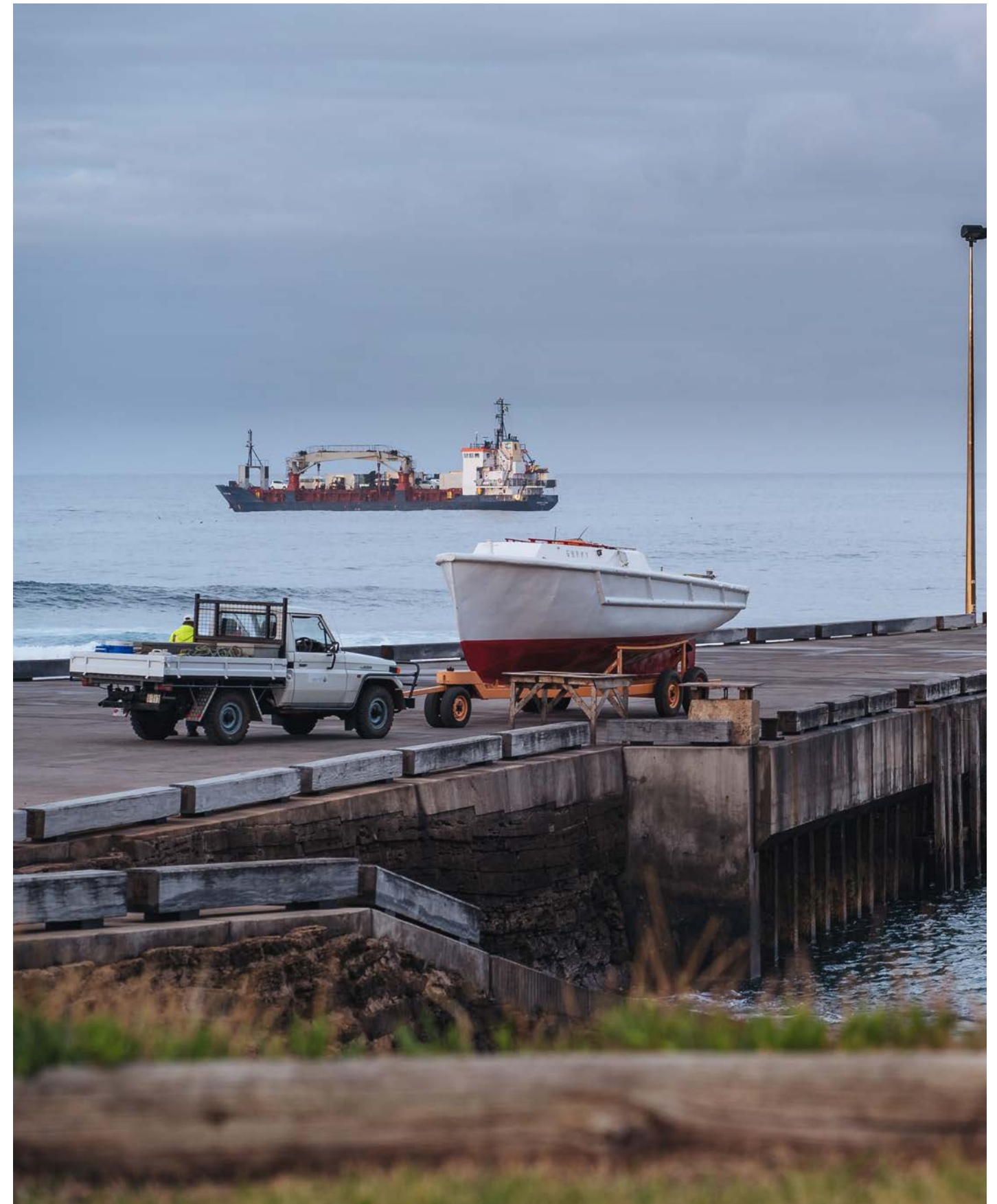


FIGURE 36. VIEW OF KINGSTON PIER

3.1.2 Vehicle Circulation & Parking

- Consider centralised parking locations to minimise visual impact and risk of physical damage to buildings and subsurface archaeology
- Consider the design of roads and parking around Emily Bay to manage erosion
- Continue vehicle monitoring to inform future management policies
- Continue use of geogrid ground reinforcing to manage impact to landscape (vegetation and erosion) and subsurface archaeology

Current Condition

Both Country Road and Middle Gate Road provide the most direct link to Burnt Pine. Rooty Hill Road provides the best opportunity to introduce Kingston to the visitors due to its expansive views over the site provided on arrival at the point of the Queen Elizabeth II Lookout. This is the road predominantly used for arrival by tour operators.

Roads are typically two way with a single lane in each direction. Within the precinct these provide a clear street grid of access. The closure of Bounty Street due to subsidence of the bridge has limited the connectivity of this grid with the result that access is via a single road, Pier Street in and out of the precinct south of Quality Row.

Recent interventions have begun to define how parking can relate better to the heritage features, using barriers to demarcate 90-degree parking, however, parking remains relatively unmanaged and opportunistic. This arrangement detracts from the heritage landscape and values and in places has seen damage to the built form and subsurface archaeological features of the site. Commonwealth Government Acts impose severe penalties including fines and criminal charges.

Issues & Opportunities

The location of roads within the precinct poses some issues in relation to overall character and protection of the setting of both the built and natural elements of the precinct.

- Bay Street hugs the eastern edge of Emily Bay introducing infrastructure including sea walls into the natural context of the bay
- Circulation of vehicles around the Pier Store has seen the introduction of a reinforcement mat pavement to facilitate this informal access, protecting the archaeological features of the site while providing an easily reversed solution
- Better defined parking could reduce the impact of parking and enhance the overall user experience of the site
- Changes however must acknowledge the varied use of the site by the island community and address this user interface including festivals and daily rituals/activities

Consequences & Risks

Unclear and uncontrolled entry increases vehicular and pedestrian movements and as a result potential conflict between site uses/ users, degrading both the overall experience and safety of the site.

The management of parking at Kingston is insufficient, leading to visual degradation of the area and potential damage to archaeological material. In cases where parking is managed, the controls are blunt and lack integration with the overall setting, further risking the degradation of visual amenity.

The location of parking and roads in relation to Emily Bay poses the following risks:

1. Subsidence due to erosion in extreme weather events
2. Vehicles accidentally entering Emily Bay due to limited containment buffer
3. Visual degradation of the pristine environment of Emily Bay as a result of retaining structures, vehicles within the view field of the bay

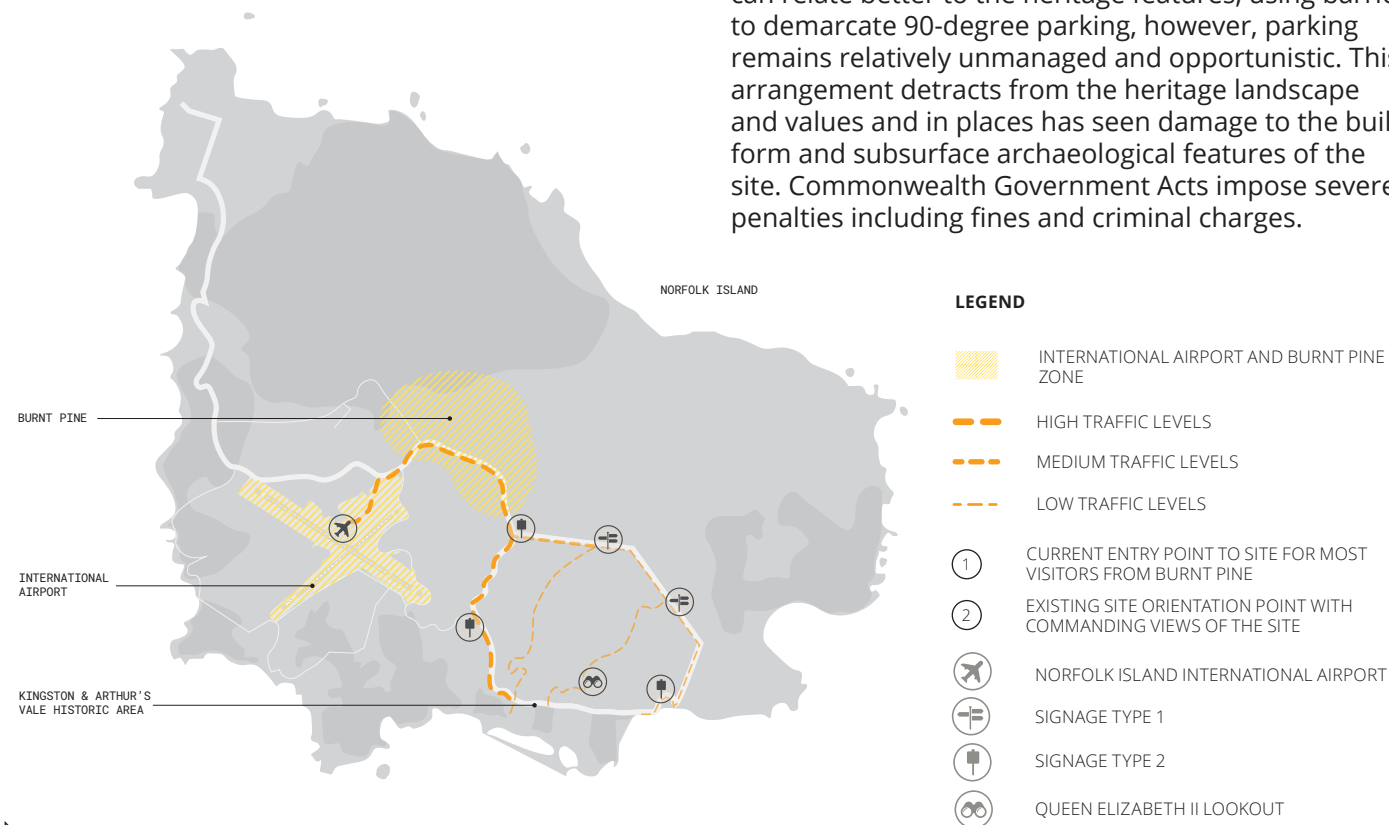
The consequence of the mentioned is as follows:

- Degradation of the infrastructure and potential need for road closures
- Risk to users of the bay and road as a result of crashes and accidents
- Limited potential to maximise the natural beauty of Emily Bay and Kingston and to promote this as part of the Norfolk Island offer

Supporting Policy & Plan recommendations

The Cultural Landscape Management Plan identified the following recommendations:

- Develop a traffic study or traffic management plan to inform changes to improve road and pedestrian safety and parking requirements
- Traffic study should explore appropriateness of 30km/h speed limit within the fenced area of Kingston and 50km/h speed limit elsewhere in Kingston meet current safety standards for a shared pedestrian and vehicle use
- The traffic study should take into account the different vehicles (weights and length) that use certain sections of road within Kingston
- Introduce visually unobtrusive methods for reducing vehicle speed (ground surface textures, speed limits) to improve safety
- Car parking will be rationalised and located so as to not intrude upon significant views and vistas
- Use the Archaeological Zoning Plan to inform future site works, management, maintenance and new development, including for resolution of cultural landscape issues such as site drainage, vehicle and pedestrian access, parking, vegetation management, and livestock management



NORTH FIGURE 37. ISLAND WIDE VEHICLE CIRCULATION AND SITE ENTRY



- LEGEND**
- EXISTING ROADS
 - BRIDGE
 - /// INFORMAL/STREET PARKING
 - STRUCTURED PARKING
 - ARCHAEOLOGICAL SITES
 - ▨ CURRENT EVENT PARKING ZONE
 - ▨ PARKING ADJACENT HERITAGE WALLS & STRUCTURES
 - ▨ OPPORTUNITIES FOR NEW STRUCTURED PARKING

NORTH

FIGURE 38. VEHICULAR CIRCULATION AND PARKING ANALYSIS

3.1.3 Pedestrian Movement

- Improve site safety and equal access opportunities for pedestrians within the site
- Create and enhance connection to site and island wide walking routes
- Develop strategic short, medium and longer walking routes around the site that contribute to site interpretation and appreciation



FIGURE 39. BUILDINGS AND SITES ACCESSIBLE TO PEDESTRIANS

Current Condition

Within the main historic precinct, there are no clearly defined paths in relation to access and movement through the site. The operation of the roads within this precinct function as a shared zone in which car and pedestrian traffic intermingle. This is in turn compounded by cattle that freely graze across some parts of the site. The management of this should be reviewed to ensure safety of all users.

Issues & Opportunities

- The lack of defined paths poses issues in relation to overall accessibility compliance, risks in terms of pedestrian and vehicle conflicts, and consequently the user experience
- New pathways and elements should respect the historical context of the site. The response requires clear management of the interface between different modes of movement
- Non-compliances exist in terms of stepped access to toilets, absence of accessible toilets, no designated accessible parking, non-compliant grades or ramps to various facilities
- When creating formed access, it is important to consider the potential for enhancing equitable access to comply with the Disability Discrimination Act
- Potential to reinstate historic links including between Queen Elizabeth lookout and Government House; adjoining Government Houses western boundary; and through Arthur's Vale
- Connection of Kingston with broader walking paths presents an opportunity to better understand the islands environments and the layout of the precinct
- The coastal line leading into and out of the precinct offers a range of environments and experiences which would add value to the user experience. Presently informal paths lead along the coast from Cemetery Bay to the point at Lone Pine. The opportunity to continue to the west and east of Kingston as part of a broader experience could be explored

Consequences & Risks

- There is a present risk of conflict and injury between vehicle and pedestrian due to lack of demarcation and definition of the road environment being a shared space. There is a need to clearly distinguish the shared environment to ensure awareness of all parties as to the likely behaviours within the precinct
- There is a risk of non-compliance with the Disability Discrimination Act in relation to the accessibility of buildings within the precinct both in terms of access to and within the built fabric which needs to be considered. The provision of access should seek to ensure that access is provided for all visitors to the site

Supporting Policy and Plan recommendations

The Disability Discrimination Act makes it unlawful to discriminate on the ground of disability in many areas of public life. Those areas are set out in Part II Divisions 1 and 2 of the DDA and includes access to premises.

The key issue resulting from this is to ensure appropriate design of pathways from defined parking areas to key locations within Kingston for people with limited mobility, and provision of appropriately sited parking for people with disabilities.

Cultural Landscape Management Plan Policy 20:

- Differentiated vehicle and pedestrian zones within existing road corridors should occur within existing roadway footprints. Any modifications to the road layout should be based on archaeological or archival evidence.
- Avoid introduction of new roads and pathways within the cultural landscape of the KAVHA site.



LEGEND

- EXISTING ROADS
- - - BRIDGE
- - - SEGREGATED PEDESTRIAN ROUTES
- / / / STEEP TERRAIN
- - - WALKING TRACKS
- ?
- • • WALKING DISTANCE RADIUS
- ?
- - - HISTORIC ROUTES

- ① QEII LOOKOUT
- ② WAR MEMORIAL
- ③ LOOKOUT
- ④ LIME KILN
- ⑤ SALT HOUSE
- ⑥ PINE PLANTATION
- ⑦ LONE PINE
- ⑧ WINDMILL
- ⑨ CEMETERY BAY

NORTH

FIGURE 40. PEDESTRIAN MOVEMENT ANALYSIS

3.2 Engaging with and understanding the site

3.2.1 Moveable Heritage

- Undertake a condition assessment to identify at risk items within the collection and establish a strategy for conservation works
- Begin planning for a new purpose-built storage facility for the museum collection to maintain the condition of significant movable heritage
- Assess options for enhancing the existing museum facilities including safety, servicing, staffing and space for expansion
- Consider future needs of the museum and ancillary functions which support ongoing museum patronage



FIGURE 41. EXISTING MUSEUM COLLECTION STORAGE WITH PORTABLE DEHUMIDIFIER

Current condition

Moveable heritage refers to heritage items not embedded or fixed to the ground, including artworks and historical, archaeological, numismatic (medals), philatelic (stamps / postal items), science or temporary objects. Common material within the Kingston collection includes documents and letters, photographic records, furniture, equipment and salvaged remains from shipwrecks and buildings.

The movable heritage largely comes from four distinct periods:

- Polynesian Settlement: 700 - 1500
- First Settlement (penal): 1788 - 1814
- Second Settlement (penal): 1825 - 1855
- Third Settlement (HMS Bounty mutineer descendants from Pitcairn Island): 1856 to present

There are three publicised collections:

1. HMS Sirius- Approximately 3,000 Sirius artefacts were recovered off the reef at Slaughter Bay. They are now the HMS Sirius Collection, the most significant display of First Fleet cultural heritage held anywhere in Australia and its Territories.
2. Kingston - This collection comprises over 14,000 artefacts recovered from World Heritage Listed Kingston and Arthur's Vale Historic Area (Kingston). This collection primarily tells our convict stories.
3. Norfolk Island Museum Trust - Norfolk since 1856 is told through the objects in this Collection. They have come from HMS Bounty, Pitcairn and Norfolk Islands and combine to tell of the Islanders unique history and living culture.

The HMS Sirius Collection is included in the Commonwealth heritage values: "Kingston is closely associated, through fabric and artefacts, with the wreck of the Sirius in 1790, a calamitous event in the early history of the colony of New South Wales."

While buildings and their cultural landscape are the starting point for interpreting the significance of Kingston, it is the collections that provide the more personal connections to the stories, and the more personal the stories are, the more of interest and resonance they are.

Some of each collection is on display and some is in storage. The most significant moveable heritage items from within the collections are on display. Site observations and measurements indicate that the collection currently occupies 1,3472m of floor space, made up of:

- 649m² of interpretive display space (plus admission and retail)
- 698m² of collection storage space

The museums are promoted to be open for four hours each day (11am to 3pm). Each of the museums require a person (volunteer or staff) to be present while they are open, requiring five persons per day.

To enter any of the museums requires a museum ticket. There is a choice to purchase:

- A single museum pass for \$10
- A museum multi pass (multiple museums for entire stay and a Tag-a-Long Tour)

The museum operation also extends to two interpretive experiences and a research service:

- Tag-along tours, which are offered once a day (9.30am) on three weekdays per week, and are priced within the museum pass
- Cemetery tour, which are offered once a day (11.30am) two weekdays per week and are charged at \$20 per person or \$15 with a Multi Pass
- A Research Centre for general historical research and genealogy research on No. 9 Quality Street

Ticket sales and combined revenue of retail, tours and research have been considered against expenditure associated with the museum operations. This reveals that in pre-COVID years of 2015-17:

- the multi passes are much more popular than the single pass
- the museums collect approximately \$250,000 in revenue
- the museums make a small profit of \$40,000



FIGURE 42. EXISTING PIER STORE MUSEUM DISPLAYS



FIGURE 43. EXISTING ARCHAEOLOGICAL MUSEUM DISPLAY

TABLE 6. FLOORSPACE CURRENTLY USED FOR EACH KINGSTON MUSEUM (DISPLAY, ADMISSION & RETAIL)

CURRENT VENUE	INTERPRETIVE DISPLAYS	ADMISSION & RETAIL	TOTAL M ²
Sirius Museum	145	15	160
Archaeological Museum (Commissariat Store L1)	243	15	258
Bounty Museum (Pier Store, Ground Level)	60 Ground 80 First Floor	20 Ground	160
Former REO (Royal Engineers Offices) Ground level	46	20	66
House Museum (No. 10 Quality Row)	45 Main build 30 Outer Build	-	75
Total	649	70	719

TABLE 7. FLOORSPACE CURRENTLY USED FOR EACH KINGSTON MUSEUM (STORAGE), EXCLUDING HOUSE MUSEUM IN NO. 10 QUALITY ROW

CURRENT VENUE	CONTENTS	TOTAL M ²
Anzcan Building (house right of Anson Bay)	Sirius collection (45LM), court fixtures (some heavy pieces), metal, fabric, paper	195
Commissariat Store / Archaeological Museum	Paper, building materials, archaeological items, glass	355
#9 Research Centre (Royal Engineers Quarters)	Paper and photographs	148
Forecast growth and private collections	Paper and photographs	100
Total		798

TABLE 8. VISITATION AND INCOME ASSOCIATED WITH KINGSTON MUSEUMS (2015/16-16-17)

YEAR	2015-16	2016-17
Single Museum tickets sold @\$10	\$1,758	\$1,996
Multiple Pass tickets sold @\$25	\$5,977	\$5,977
Total museum tickets (visitors)	\$7,735	\$7,973
Museum ticket revenue	\$167,005	\$169,385
Other revenue (retail, tours & research)	\$91,995	
Total Revenue	\$259,000	
Total Expenditure	\$307,000	
Operating profit / loss	(\$40,027)	

Issues and opportunities

The moveable heritage collection is not being stored in sustainable conditions. Current conditions are not in line with World Heritage obligations and place parts of the collection in high risk. There are multiple dimensions to this situation:

- There is not enough floorspace to adequately store the movable heritage collection. The conditions are cramped and inadequate for safe storage, especially for larger items
- The largest storage facility (Anzcan Building – the house right of Anson Bay on the opposite side of the island) is a residential building without any temperature or humidification control, lacking in staffing and security
- There is insufficient space to conduct conservation works on the collection items that would lengthen their life and allow them to be displayed and interpreted
- The best parts of the collection (on display in museums) are still continuously sitting in environments above the acceptable range of temperature and dehumidification. The small portable dehumidifiers currently in use are operating at full capacity but are insufficient and require constant human resources to empty collected water
- The movable heritage collections that are presented in museums and stored behind them or in other venues are at serious short-term risk due to absence of back to base smoke detection system, sprinkler system and security alarm system
- The movable heritage collections that are presented in museums and stored behind them or in other venues are at medium term risk due to excessive temperature, humidity and saline influences, caused by being located in buildings that are too close to the ocean and not fit for purpose. The multiple museums in separate

buildings are a quaint approach that have helped to differentiate collections and stories and activate buildings. However, separating the collection and its day to day management across multiple locations is inefficient because it:

- Generates duplication in content (same introductions and stories)
- Creates a much higher chance of some layers of the history and stories not being told
- Leads to the duplication of human resources, with one person assigned to the museum entry, increasing the workload and burden on an already limited staff. As a result, staff may be unable to focus on curatorial and conservation work due to their responsibilities at the museum entry

Consequences & Risks

- The collection will continue to deteriorate without adequate care and conservation
- Existing museums do not have fire protection or security monitoring systems, leaving the collection exposed to damage or theft
- The quality, integrity and ability to reveal stories and significance of the Kingston is slowly lost
- The interpretation potential of the collections is not realised
- If the collection is not adequately cared for on island, parts of it may need to be moved to where conservation work can be undertaken
- The lack of diligence will attract public censure

Supporting policies and plan recommendations

- The Kingston Governance Review (2010)
- Management of the museums (Norfolk Island Bicentennial Integrated Museums) is fragmented
 - Recommended that the Australian and then Norfolk Island governments amalgamate the management of Kingston and the museums
 - Recommended that the Sirius Collection be moved to a location where it can receive proper conservation and presentation

The Kingston Interpretation Plan (2011) recommended that:

- The Norfolk Island Museum and Kingston Research Centre be consolidated
- The Norfolk Island Museums be amalgamated to improve the visitor experience and understanding of significance

The Tourism Strategy for Kingston (2011) identified that despite the best efforts of staff, the presentation of the collection shown in the Commissariat Store could be improved to be more contemporary in content and technique. The Tourism Strategy for Kingston (2011) recommended that:

- The Sirius Collection be moved to the National Maritime Museum; OR
- a new purpose designed Sirius Museum store and exhibition area be constructed at a suitable site near the entry to Kingston; OR
- The New Military Barracks complex be adapted to provide an integrated museum supported by full range of visitor facilities including audio visual centre and interpretive facilities, gallery, museum shop, café and commercial outlets

The Kingston and Arthur's Vale Historic Area Heritage Management Plan (2016) recommended that:

- The Kingston Museum and Research Centre should be integrated to provide a single and coordinated collections management and interpretive and research program
- Consideration should be given to the appropriate venue or venues for the integrated Museum and Research Centre
- The three Norfolk Island Museum collections should be brought within a single set of management arrangements
- A coordinated strategic plan should be prepared for collections, research, exhibitions and interpretive activities

3.2.2 Views & Connections

- Reinstatement and enhance existing significant view lines
- Capitalise on views which help to orient visitors within the site to improve wayfinding

Current Condition

The setting of Kingston is defined by the hills to the north and west, and the coast to the south and east. The built elements are set within a relatively flat plain which rises to the north and east. This land form has defined both the layout of the penal settlement and the roles and function of the structures within this. This functionality has informed the relationship of views between elements and reflects the psychology associated with the establishment of such penal colonies.

The nature of the landscape enables a range of views both full and partial to be experienced from in and around Kingston. Views have been impacted and changed by the growth of vegetation to varying degrees.

Key views include:

Views between facilities

- Government House is positioned on Dove Hill with commanding views of the military precinct, colonial administration, convict quarters, farmland and pier
- Views between the Military barracks and the gaol

Landscape views

- View from Queen Elizabeth II Lookout
- View from Flagstaff Hill
- View from Lone Pine
- Views along Arthur's Vale

Issues & Opportunities

Key issues are the maintenance and protection of heritage views and the values of the setting. In some instances, the overgrowth of vegetation has obscured or altered the visual relationships. The opportunity exists to better manage this to preserve and enhance views which exist or existed.

The following opportunities have been identified.

- Norfolk Island pine trees that obscure the views between Government House and the flagstaff on Flagstaff Hill can be managed either by selective thinning/trimming or removal as part of an overall vegetation management strategy
- Enhancement of visual links integral to the functioning of the First and Second penal settlements. (i.e. views which identified the separation between the free and the incarcerated and their standing in the colony)
- Overall management of identified views, through appropriate and staged tree management measures to open up or reinstate views in order to both aid the interpretation and understanding of the operations and the hierarchy of spaces associated with the penal facility
- The siting of new elements within the precinct so as not to intrude upon significant views and vistas

Consequences & Risks

- A view is not adequately identified or understood and is degraded by actions within the precinct be that management, construction, or other intervention
- The opportunity for interpretation and understanding of the evolution of the precinct is lost
- Loss of Kingston's heritage values on the site including potential to impact compliance with the listing of the site and statutory obligations

Supporting Policy and Plan Recommendations

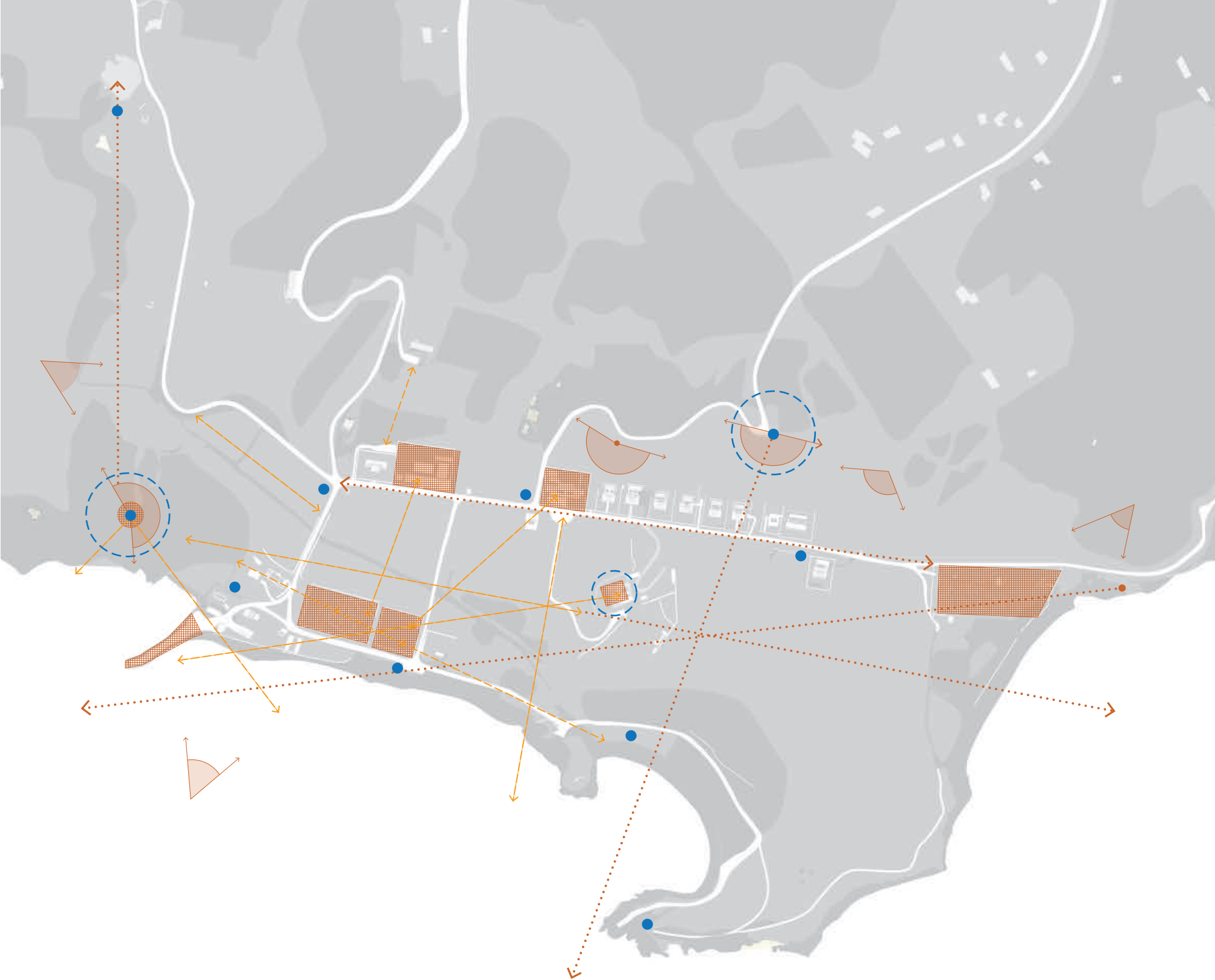
Both the National Heritage List and Norfolk Island Heritage Register identify the importance of views with the identification of the following respectively:







- *Views across the site, within the site, from the site to the seascape, and views of the site in its landscape setting*
- *The drama of its landform, sea, and panoramic views creates a picturesque setting*

The Conservation Landscape Management Plan has developed a policy based on the recommendations in the Tropman & Tropman report for tree removal to restore significant views and visual relationships which informs the vegetation management in particular.

Policy 6: Conserve and maintain significant views and visual relationships.

- Key views across and within Kingston are crucial for understanding important visual relationships and spatial qualities of the Second (Penal) Settlement and they should be conserved and maintained
- Where lost, they should be restored through careful removal of intrusive trees or other elements. This aspect of the cultural landscape reinforces understanding of the historic hierarchy and regime of power associated with the Second Settlement.
- Views from Flagstaff Hill over the sea and Kingston and from the Queen Elizabeth II lookout have importance from more recent history and for site orientation. They are also an important aspect for experiencing the aesthetic qualities of the landscape
- Removal of trees and plantings is appropriate where this would restore significant views, visual relationships and significant spatial qualities of the cultural landscape



- LEGEND**
-  HISTORICAL VISUAL LINKS
 -  HISTORICAL VIEWING LOCATIONS
 -  LONG FOCAL VIEWS
 -  VISUAL FOCUS
 -  VIEW OPPORTUNITIES
 -  WAYFINDING POINTS - INTERPRETATION PLAN, 2020

NORTH

FIGURE 44. SITE WIDE VIEW ANALYSIS

3.2.3 Landscape Setting

- Management of the Landscape should support continuation of use and protection of natural and cultural heritage assets
- Continued management of the creek to improve water quality, sediment and vegetation control
- Strengthen interpretive links through landscape treatments to reveal and interpret past uses. Elements could be designed for a range of historical themes including:
 - Agricultural landscape
 - Man-made landscape and infrastructure
 - Government house reserve & gardens
 - Relationship to the ocean
 - Site ecology and sustainability

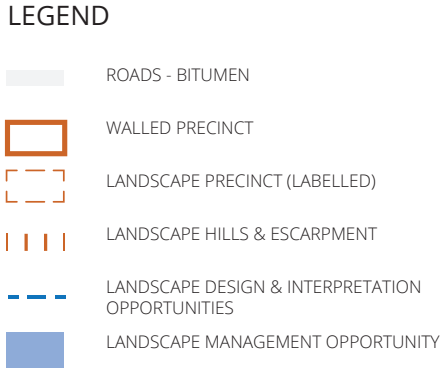
Current Condition

The overall character and feel of the precinct are set by the built form, the grass plain and pine trees addressing the coastline and contained by the hills/escarpment behind. The striking colours of the lime green of the kikuyu grass, the dark bottle green of the Norfolk Island Pines and the beige wash of the built-form combine to provide a picturesque scene with coastal backdrop.

It is these values which are noted in the heritage listing for Kingston that should be managed with respect of the heritage values and uses.

Within the precinct there are a range of settings which define differing elements and have a range of issues. From Watermill Creek, Emily Bay, and the Golf Course to elements related to the built form such as house gardens, through to the more regional issues of condition of pine copse planting on the hills adjacent.





NORTH

FIGURE 45. LANDSCAPE SETTING ANALYSIS

House Gardens

The house gardens includes both the officers housing along Quality Row and Government House Garden. These gardens reflect an evolution of the role and aesthetic of gardens on the island.

Government House Garden

Comprising formal gardens, parklands and stockyards, the grounds represent a range of differing landscape characters. Internally the building has a number of courtyard/ light well gardens. The gardens of today reflect the states and preference of more recent gardeners/ and or inhabitants of the house. Numerous substantial white oak and araucaria reflect the past plantings, although age of these plantings is largely unknown. The gardens consequently reflect the evolution and changing uses of the house itself

Quality Row Gardens

The gardens of the officers quarters are defined by stone walls which delineate each lot. Within the walls, the space is divided according to the siting of the dwelling and so creates a front, rear and side garden. Their roles are reflected in the location: The front was a presentation garden, the rear and the side garden a utility and productive space.

Issues & Opportunities

- Removal of trees where heritage fabric is being impacted should occur to limit risk to the built fabric. This may include removal of substantial pines which have been inappropriately sited either in relation to the built fabric or views from the built form
- Interpretation of the known original plantings is challenging as the original plantings have been replaced and the variety of plants are no longer available on the island
- Site lines from Government House play a critical role in telling the story of the site and how it operated as a penal settlement. Vegetation growth has caused some of these site lines to be obscured or lost
- Develop thematic displays that reflect the use of the garden for food and visual and aesthetic pleasure, based on documentation from the relevant periods of development

Consequences & Risks

- Reinstatement of plantings comes with risks, many of the species recorded no longer grow on the island requiring their importation and associated bio-security risks should be considered. The absence of the plants on the island may suggest it was unsuited to the use or may just have been removed due to the lack of maintenance
- Removal of substantial Norfolk Island pines to restore sight-lines, and settings may result in community concerns, if their presence is valued by the current community as opposed to the heritage value of the view lines. Careful communication and engagement will be required to gain an agreed outcome
- Loss of sight-lines as a result of vegetation growth, either planted or self seeded, impacting the sight-lines to the point that they become illegible

Supporting Policy and Plan Recommendations

The following Policies from the Cultural Landscape Management Plan, September 2019, support the proposed strategies:

Policy 27 Replacement of Significant vegetation

Establish a dedicated nursery facility for propagation of high quality and historically appropriate garden plants for Government House grounds and Quality Row House gardens, and propagation of genetically consistent plants to replace significant trees and shrubs.

Policy 29 Public Gardens

Conserve and manage the gardens and grounds at Government House and the Quality Row houses in accordance with the policy in the HMP (refer to HMP Policy 8.2.6)

Review and update the conservation plan for the gardens of the Quality Row houses.

Ensure the plan addresses evidence-based reconstruction of pathways (layout and historically appropriate fabric).

Ensure the plan includes a list of appropriate plant species. In accordance with the HMP, significant senescent garden plants will be replaced with the same or similar species, where practical.

Ensure the plan includes selection criteria for appropriate plants of similar species, where the same species is not practical



FIGURE 46. GOVERNMENT HOUSE GARDEN



FIGURE 47. NO.10 QUALITY ROW HOUSE AND GARDEN

Kingston Pier Precinct

The Kingston Pier precinct, situated behind Slaughter Bay from Kingston Pier, encompasses the Pier and the Gaol buildings and forms the western part of the Penal settlement. The Quality Row buildings, on the other hand, housed the officers and soldiers responsible for managing operations in this port area.

This precinct holds great importance as a major attraction for tourists as well as a significant social hub for the local community. It serves as a window to the difficult past of the Penal Settlement, showcasing the sea's involvement in the convicts' incarceration. As the arrival and departure point, the source of isolation, and an unwelcoming and harsh environment, the sea reinforces the landscape's harshness. The sea still plays a vital role in island life, not only in port arrivals and trade but also as a symbol of memory and celebration.

Issues and Opportunities (Kingston Pier)

The pier, due to current usage roles as well as heritage significance poses conflicts between current island life and heritage maintenance. Boat and fishing movements introduce conflicts between visitors and operations, but also provide another layer of cultural value interest. This dichotomy of experience is to be celebrated.

Simplifying the roads and parking by moving them away from individual buildings and reducing their dominance would streamline interactions and improve the legibility and comprehension of the heritage structures.

Similarly, the rationalisation of parking from the immediate edges of the Gaol compounds to a more centralised location just east of Bounty Street, would provide a level of separation which enhances the legibility and experience of the heritage structures.

Supporting Policy and Plan Recommendations (Kingston Pier)

The CLMP 2019 Identifies a number of strategies in relation to parking and protection of the Pier precinct heritage.

Policy 32: Maintain and encourage the continuing uses of specific areas within Kingston. And in particular "Retain and interpret the cultural importance and visual focus of the Pier to the community and visitors"

Policy 36: Recognise and manage for the archaeological sensitivity of the cultural landscape.

A key recommendation is to: "Discourage and avoid parking and driving over areas of potential archaeological sensitivity and over known archaeological resources."

It is also acknowledged that: "parked cars, trucks and buses are visually intrusive and reduce the ability of those areas to transmit their cultural heritage values"

Golf Course

The Golf Course Precinct is located east of Government House and north of Emily Bay. It consists of nine fairways, which are bordered by various trees and shrubs that define the course's landscape. Despite being on public land, the precinct is mainly utilised for golfing activities. The land has a history of being a part of the common and has been mined for quarrying purposes during the island's development.

Issues and Opportunities (Golf Course)

The golf course represents a controlled and manicured landscape setting with limited landscape diversity. The potential to diversify the makeup of the landscape through 'wilding' the course would enable it to provide a wider impact on the island through conservation and integration of the landscape within the broader community and environment.

Supporting Policy and Plan Recommendations (Golf Course)

Cultural Landscape Management Plan - Policy 4 Review and update planting policy for the Golf Course to ensure the introduction of new planting is carefully managed to improve transmission of the values of the cultural landscape.

Policy 30 in relation to mowing - balance the large area of the golf course (highly manicured greens) which does not contribute to the transmission of the values of Kingston sites cultural landscape.



FIGURE 48. GOLF COURSE LOOKING TO CEMETERY BAY



FIGURE 49. VIEW FROM KINGSTON PIER

Watermill Creek, Arthur's Vale and Kingston Common

The settings of Watermill Creek, Arthur's Vale and Kingston Common have been grouped together, as Watermill Creek, unites the other elements into one over-arching precinct.

The creek itself is set within an open grassland defined by roads and associated avenues of Norfolk Island Pines. The precinct comprises Arthur's Vale West of Pier Street and Kingston Common between Pier Street and Government House.

The area comprises of grazing and recreational lands. These uses have been associated with the Kingston Common precinct since the early 1800's and provide a strong connection of ongoing community usage.

Watermill Creek comprises an incised channel which runs from the north beyond the site into the Watermill Reservoir, and through Arthur's Vale and the Kingston Common before entering Emily Bay. A number of channels exist reflecting the various changes made throughout the establishment of the Kingston settlement.

Its alignment through Arthur's Vale was created as part of the first penal settlement to drain the swamp it was constructed as a six feet deep channel in 1789. Following the abandonment of the colony in 1814, the channel clogged and the common returned to swamp. It was reinstated in 1829. Following floods in 1834, the Commandant, Major Joseph Anderson took the opportunity to construct the Serpentine channel to the north of the 1789 channel. Following this a new section of channel was constructed through a tunnel driven under Chimney Hill and the old channel to the north of the hill was closed. Much of what was constructed by Anderson including gardenesque landscape interventions have been lost.

Issues & Opportunities

During the consultation phase, the following community issues were raised in relation to the Commons and Arthur's Vale:

- Continued access for grazing of cattle to maintain ongoing agricultural connection and viability

Community issues were raised additionally in relation to the creek. These included:

- Water quality within the creek and entering Emily Bay impacted by catchment wide contamination as a result of inadequate or effective sewerage systems
- Impacts of stock and uncontrolled flows causing erosion of channel. The implementation of stock exclusion fencing has enabled the stabilisation of banks and creation of leaky weirs to slow flows and reduce erosion and enhance water quality
- Choking and siltation of channels has the potential to change water levels in and around the creek with potential to impact archaeological features of the site
- Management of vegetation within channel is required to enable removal of sediment and maintain flows. Care within the process is required to ensure that significant sections of vegetation are cleared at once, removing filtration and posing sediment/erosion risks

Opportunities identified within the creekline precinct are:

- Opportunity to interpret and reflect previous alignments of the creek network in particular the serpentine channel

Consequences & Risks

The upper reaches of the creek have been stabilised due to the exclusion of cattle. However, vegetation management is necessary to maintain the visual connections and quality of the Arthur's Vale Precinct. The establishment of large scale trees will divide and fragment the landscape and so scale should be kept to lower shrub and groundcover material, reflective of the original swampland vegetation.

Choking of the channel needs to be managed as a whole of cycle process in which considerations are given to hydrological, ecological, archaeological and social systems. Without consideration of this impacts to all or any of these systems could result in detrimental outcomes. A whole of government approach is required.

Water quality impacts have a consequence that the main swimming beach is not safe to swim throughout the year, is reduced in amenity, as well as impacting bio-diversity of the receiving waters.

Supporting Policy and Plan recommendations

Commonwealth Heritage List and National Heritage List: The remnant Serpentine landscape is an outstanding example of colonial period (pre-1850) attitudes to landscape design in Australia.

Cultural Landscape Management Plan Policies 13 and 19 look at the protection of waterways and their interpretation to enhance the user experience and understanding of the site.

Policies 43, 44 and 45 addresses the issue of water quality in order to address concerns of environmental quality.



FIGURE 50. STANDING WATER BEYOND CHANNEL ON KINGSTON COMMON



FIGURE 51. CHANNEL OF WATERMILL CREEK - KINGSTON COMMON

Emily Bay

Emily Bay is both a recreational and environmental precinct with clear tropical waters and reef environment that is a drawcard for locals and visitors alike. Emily Bay has ranked in the top 10 of Australia's Best Beaches. It is a protected bay backed by a dune system which has been stabilised with marram grass. Access is provided to the rear including a through road and parking, beyond which is a plantation of pines which protect and define the limits of the bay precinct.

A number of site elements are located within the pine plantation including the out-rigger craft, camp sites for locals during summer vacation, toilet and change facilities and the relics of the original Polynesian settlement. A series of eroded paths cross the dune to provide access to the area.

Issues & Opportunities

Key risks identified include degradation of the natural environment:

- As a result of pollution and external factors such as climate change
- As a result of erosion
- Visual degradation as a result of constructed elements within what is a scenic natural setting including parking, structured access ramps and access routes and stored elements such as sportscraft and boats

Opportunities include:

- Development of nature-based play including potential for interpretive elements to reveals some of the natural history story
- Visual impacts of stored boats both tourist and sportscraft with consideration to both access and visibility could enhance usability and visual amenity

Supporting Policy and Plan Recommendations

The CLMP 2019 Identifies a number of strategies in relation to parking and protection of the Pier precinct heritage which could be applied across the site.

Policy 32: Maintain and encourage the continuing uses of specific areas within Kingston. And in particular “Retain and interpret the cultural importance and visual focus of the Pier to the community and visitors”

Policy 36: Recognise and manage for the archaeological sensitivity of the cultural landscape.

A key recommendation is to:

“Discourage and avoid parking and driving over areas of potential archaeological sensitivity and over known archaeological resources.”

It is also acknowledged that:

“parked cars, trucks and buses are visually intrusive and reduce the ability of those areas to transmit their cultural heritage values”

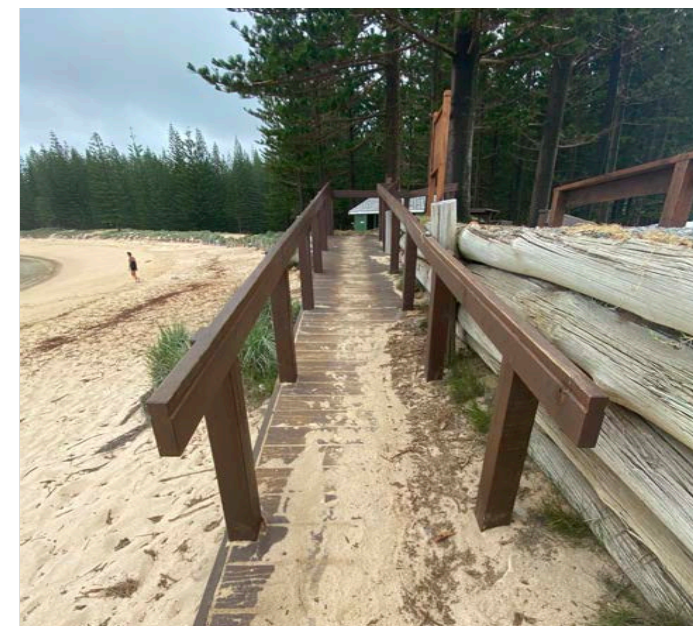


FIGURE 52. ACCESS RAMP TO EMILY BAY



FIGURE 53. GLASS BOTTOM BOATS STORED BEHIND EMILY BAY



FIGURE 54. DISCHARGE POINT OF WATERMILL CREEK TO EMILY BAY



FIGURE 55. EXAMPLE OF FLOATING PATH OVER DUNE

Cemetery Bay

Situated on the eastern side of the Golf Course, the Cemetery Bay precinct sits between the Golf Course and the adjacent bay, occupying a part of the Cemetery Bay dune system.

The precinct comprises the cemetery, which dates back to the first penal settlement (c1798) and is still operational today. The landscape of the cemetery is dominated by a range of headstone forms.

Beyond the cemetery, the landscape transitions to a natural environment, with the dune system being of natural significance due to its preservation of unique dune ecological systems on the island. Its proximity to the coast is also significant, both in terms of the ongoing formation of the dune and its picturesque setting.

Issues and Opportunities

Issues include the ongoing protection and management of the headstones due to the exposed nature of the cemetery site and the history it contains. This rich heritage provides an uninterrupted record of the community providing the opportunity to assist in the interpretation of the site offering an element that humanises the past through the direct link to the people involved in the making of history.

In addition to this is the archaeological elements below ground which also potentially contain of wealth of information about how the community lived and was buried.

Protection of the natural landscape elements of the site appear to offer a unique and continuing reflection of systems which existed prior to settlement which will enable protection and expansion of this community beyond the extent of the existing dune to areas which have been modified such as in Emily Bay.

Supporting Policy and Plan Recommendations

Commonwealth Heritage List notes the significance of the Cemetery Precinct as:

The Cemetery—including its outstanding collection of headstones and evocative and picturesque setting in the historical landscape.

The Cemetery Bay dune area with its plant and remnant lowland forest, fossiliferous preservation of the Island's past biota and small remnant land mollusc population.

Landscape Conservation Policy - Policy 11: Retain and interpret the geology and existing land form

Heritage Management Plan, April 2016

The cemetery will continue to be used for burials. Research into and documentation of the location of previous and new burials will be supported.

Policy 8.3 Structures and Objects – The fabric and layered heritage values attributed to the buildings, structures, ruins..... will continue to be conserved managed and transmitted



FIGURE 56. VIEW OVER CEMETERY BAY



FIGURE 57. KINGSTON CEMETERY

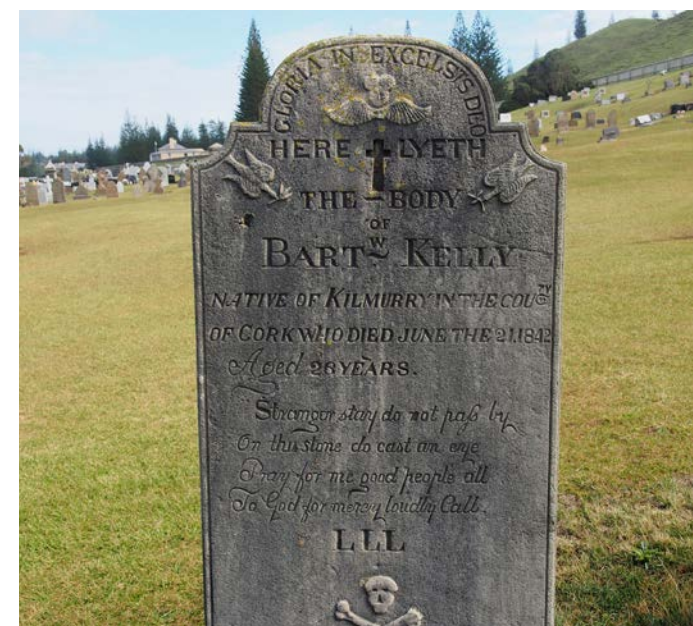


FIGURE 58. HEADSTONE KINGSTON CEMETERY



FIGURE 59. EXAMPLE OF FLOATING PATH OVER DUNE

Hills and Escarpment

Kingston's Hills and Escarpment form a defining element of the space. They encapsulate the precinct with Kingston nestled within the valley of Watermill Creek and its coastal plain. The hills define the way visitors access Kingston and what they can see from the site. Parts of the hills surrounding Kingston are set within its boundaries but what is visible extends beyond. Much of the land is lease hold and managed privately rather than maintained as publicly accessible.

Despite this, the management of the hills within the Kingston boundary has influenced the way in which the land is managed and used. A key element of this has been the plantation of Norfolk Island pines as part of a soil management program. The plantations were planted to stabilise steep slopes.

Issues and Opportunities

The plantations limit the ability for leaseholders to manage the land and fulfil their lease obligations. The plantations were established as a government initiative but have not had ongoing management.

The pine plantations have developed as a dense monoculture and are now identified by the community as posing issues in terms of erosion and stability due to the restriction of groundcover development.

Consequences and Risks

The lack of action in regards to the management of these plantations has the potential to pose on going stability issues. The lack of recruitment of other plant species within the forest has created an unsustainable monoculture. This arrangement offers no resilience to weed, disease or other influences should they occur due to this form.

Introduction of management to thin and add to the plantings offers the potential to both enhance stability and diversity of vegetation enhancing habitat.

Supporting Policy and Plan Recommendations

Heritage Management Plan (2016)

Policy 8.1.8 Land Management

Existing hills and slope planting of Norfolk Island Pines will be managed through selective thinning, pruning and other appropriate measures to achieve improved cultural landscape and land management outcomes including protecting these slopes from erosion.



FIGURE 60. VIEW FROM THE PLANTATION TOWARDS THE SITE



FIGURE 62. VIEW FROM THE PLANTATION TOWARDS THE SITE



FIGURE 61. VIEW FROM THE PLANTATION TOWARDS ARTHUR'S VALE



FIGURE 63. VIEW FROM THE PLANTATION TOWARDS ARTHUR'S VALE

3.3 Using and staying on the site

3.2.4 Visitor Economy

- Consider appropriate locations for food and beverage options on the site
- Provide additional spaces to support ongoing tourism uses including large group gathering and catering for events
- Consider the feasibility of accommodation on site including number of locations and quality

Current condition

The visitor economy refers to the commercial offerings provided at Kingston that are not provided by Kingston management. Some of the advantages of active engagement of the visitor economy at heritage sites can include:

- Attracts and satisfies a wider range of target market and audience
- Helps to activate the site and add vibrancy
- Broadens the range of experiences and ways that people can connect with the site, including the opportunity to reflect
- Helps deliver interpretive messages that may not be otherwise delivered (especially to some markets)
- Generates local employment and economical benefits
- Generates funding from user pays that can be reinvested into heritage and visitor management

Some of the visitor economy offerings provided at heritage attractions have included:

- Interpretive activities (e.g. guide: drive tours, Segway tours, walking tours, snorkeling tours, kayak / canoe tours, boat tours, helicopter tours, theatrical performance, cultural demonstrations and performances and special events)
- Educational activities (e.g. school programs tailored to curricula, language classes, cookery classes);
- Health and well-being (e.g. yoga classes, meditation classes, forest bathing)
- Equipment hire (e.g. transportation, beach equipment and walking/hiking equipment)
- Food and beverage (e.g. kiosks, cafes, restaurants, wine bars, distilleries, breweries, restaurants and functions, farmers markets, bric a brac markets)
- Accommodation (e.g. self-contained cottages, bed and breakfast, hotels, guest houses, caravan and camping facilities, glamping)

Kingston currently has a very narrow range of visitor economy offerings that include:

- Basic kiosk and souvenir sales operated at the REO store and some of the museums
- Guided bus tours operated by several companies
- Guided walks and ghost tours operated by several companies
- Guided glass bottom boat tours operated by one company
- Theatrical performance and dinner operated by one or two companies with reported demand for growth
- Golf course operated by one not-for-profit organisation with a reported demand for growth

Issues and opportunities

1. There is a growing demand for a wider variety of food and drink options to provide a comfortable environment for visitors to spend more time reflecting, relaxing and enjoying the Kingston site. While some services are available in Burnt Pine, there is a need for a dedicated dining area in Kingston. Supporters argue that this would improve the marketing appeal of Kingston and Norfolk Island. This request has been noted in various The most popular requests are for a:
 - Café
 - Wider range of takeaway food
 - Upgraded golf clubhouse
 - Function facility with views
 - Wine bar with views and a food offer
2. There is a strong call from local event coordinators to enhance facilities and services for events. The most popular request are for:
 - A building that can store event and function equipment (e.g. a stage, seating, bench tables, electrical cabling and lighting)
 - A building that can provide a kitchen and preparation space for the provision of event driven food and beverage (could be same building)
 - A building that can provide all access amenities
3. Some guided tourism operators would like a purpose fit-out kitchen and dining area, ideally adjoining a basic theatrical performance space, to deliver theatrical performance dinner activities. This facility would ideally be able to service more than one production/operator at once. Operators report that current operations (e.g. No 9 Quality St) present a cramped dining space (14 persons maximum), and small/dysfunctional kitchen at odds with good health and 'bump in' and bump out'.
4. An increasing number of requests have been made to provide overnight accommodation in refurbished heritage buildings in Kingston, acknowledging the availability of accommodation in other parts of Norfolk Island but not in a heritage landscape. Those in favor of this proposal believe that it would greatly enhance guests' personal connection to the site, resulting in greater understanding and support for its conservation. Additionally, proponents believe that this would strengthen the marketing offer and attract more visitors to Kingston and Norfolk Island. This request has been documented in numerous reports and plans over the years.
5. There is a widely supported belief among visitor management professionals that the user pays model can be driven through the further development of the visitor economy offer to generate funds to reduce the heavy reliance on government funding and address funding gaps to conserve and present Kingston to World Heritage standards. There is a very strong preference to take this approach rather than an entry fee, which is impractical and not cost effective to collect, and not supported by locals who are the main user group.
6. The visitor economy benefits from utilizing the Kingston site, but currently, there is no charge for access to the site, use of its facilities, and intellectual property. Many operators are willing to pay for these services based on their degree and type of usage. As a result, Kingston is losing out on a simple and largely undisputed source of revenue.
7. There is no licensing system for visitor economy operators operating on Kingston. A license is the foundation from which fees can be charged, standards of operation on site can be set, training can be implemented and monitoring/reporting of quality can be implemented.

TABLE 9. TRAFFIC COUNT WITHIN KINGSTON (FEB-JULY 2022)

OPERATOR	PRODUCT	MARKETED FREQUENCY	CHARGE
Baunti Tours	Convict Kingston Tour (day)	Weekly	\$39
	Lantern Lit Ghost Tour (night)	2 * weekly	\$47
	Theatre: Trial of the 15 (night)	2 * weekly	\$55
	Theatre: 1856 Untold story (night)	Weekly	\$95
	Theatre: Who killed the surgeon (dinner & night show)	2 * weekly	\$95
	Theatre: Commandant's (dinner & night show)	Weekly	\$95
	Pinetree tours	Convict Island Settlement Tour (day)	7 * weekly
Half Day Tour		2 * weekly	\$45
Sound & Light Show (night bus tour)		2 * weekly	\$62
Murder Mystery Dinner & night show		2 * weekly	\$95
Aalehau Island Explorer Tours (with Rachel Nebauer)	Settlement Secrets - UNESCO World Heritage Site Tour (day)	NA	\$49
	Curious Castaways - Our Island Culture Tour (day)	NA	\$52
	Dormitories of the Dead - Old Burial Grounds Tour (day)	NA	
	Kingston with Conviction - World Heritage Walk (day)	NA	\$40
	Legends of the Lash - Our Convict Story (day tour)	NA	
	Polynesian Pathways - An Ancient Story (day tour)	(9am-11:30am)	
	Set in Stone - Norfolk's Hidden History Tour (night tour)		
Personalised tours with Liz Mccoy	Set in Convict Stone - Historic Kingston Tour (day)	NA	NA
	The Twilight Ghost Tour (night)	NA	NA
	Island Heritage Dinner (night)	NA	NA
Christian's Glass Bottom Boat Cruise	Self drive to Emily Bay (day)	Weather dependent	\$60

Consequences & Risks

- The average length of stay at Kingston may be reduced because people will leave the site to acquire food and beverage and may not return. Shorter stays often result in lower levels of site understanding, appreciation and satisfaction.
- Kingston will not be perceived as a particularly attractive destination for the target markets, weakening the attractiveness of Norfolk Island as a destination. This issue could flow onto a weakening of visitation and diminished economic benefits for Norfolk Island.
- Kingston will continue to rely on government funding to support its conservation and visitor management. Insufficient funding is likely to result in inadequate conservation and visitor management, and compromises to the requirements of a World Heritage site.
- The quality of visitor experiences delivered by the visitor economy cannot be determined and adjusted to match expectations. Some visitors may be getting poor quality interpretation and customer service, and the site may be used in an unsustainable manner. Best practice operators may not be recognised and rewarded.
- Greater potential for negative social media reviews about Kingston and Norfolk Island.
- Visitor satisfaction below what is needed to generate strong word-of-mouth recommendations among target market Baby Boomers and emerging younger markets. This lowers competitiveness and economic benefits of the visitor economy for Norfolk Island.

Supporting policies and plan recommendations

The Kingston and Arthur's Vale Historic Area Heritage Management Plan (2016) recommended that:

- A financial contribution should be introduced for commercial tourism activities within Kingston, in consultation with the tourism industry
- A new food and beverage outlet should be provided within Kingston
- As additional resources are available the opening hours and availability of tourist attractions within Kingston should be extended
- A prospectus should be prepared which identifies new types of tourism products that are desirable within Kingston

The Kingston Economic Feasibility Study (Centre for International Economics 2017) stressed the need to diversify and increase funding for conservation and visitor management and identified a cafe and accommodation as two parts of the visitor economy that could assist with this. The Study noted that increasing funding by 10% would result in a 1.4% increase in visitation within two years (5,500 visitors) and that this would generate additional income and economic benefits.

The Norfolk Island Tourism Strategic Plan (2013-23) recommended that the Kingston Board play a high level of responsibility to increase visitor numbers, seek to provide the best possible visitor experiences, develop sustainability, infrastructure and capacity, and build employment capacity and skills within the visitor economy.

The Kingston Advisory Committee has stressed the need to further develop the visitor economy on the site, including food and beverage facilities.

The Tourism Strategy for Kingston (2011) recommended that:

- Quality Row accommodation buildings be restored and used for niche market accommodation
- The Surgeon's House or similar suitable structure in the precinct be offered for appropriate re-development as a quality restaurant under a long term lease
- Kingston management avoid developing their own accreditation system for operators using Kingston until a licensing system is established. Try to adopt an existing program rather than develop a new one and focus on delivering an ongoing training program tied to license renewal

3.3.1 Existing Building Conditions

- Prioritise ongoing use of the existing buildings
- Consider appropriate, sustainable, highest and best use for existing buildings
- Improve accessibility to existing buildings through appropriate new interventions

Current Condition

The existing buildings on site are in varying conditions and degrees of intactness. This SMP proposes a number of specific recommended uses for buildings as part of a strategic series of moves. However, a larger project is required to consider each building in detail through a building use management strategy and this is recommended by the 2023 HMP. This will enable other future uses as required which fall outside of the recommendations of this SMP.

Understanding the condition of the existing buildings informs the recommendations of this master plan including:

- Which buildings are capable of a higher degree of change
- Which buildings require sensitive reuse and cannot accommodate any change
- Which buildings require significant conservation and upgrade work in order to be maintained
- Which buildings are not capable of achieving equitable access without new work (lifts, stairs)



FIGURE 64. NEW MILITARY BARRACKS INTERNAL STAIR

Issues & Opportunities

It is a guiding principle of this SMP that all existing buildings on the site should remain in use and that appropriate and compatible uses are found and facilitated. Reuse of existing buildings presents the following opportunities:

- Day-to-day building maintenance and upkeep by building users
- Larger scale building conservation work undertaken as part of capital projects
- New uses are able to be facilitated on the site
- The HMP recommends that new work is only considered in certain precincts of the site, including the hills and valleys (away from the central core of historic buildings)
- Small scale additions could be considered in walled precincts where their impacts to heritage fabric can be managed
- Visitors and locals interact and interpret their history through the buildings



FIGURE 65. PIER STORE EXTERNAL STAIR

Consequences & Risks

The risks of not considering the condition and future of the heritage building include:

- Failing to fulfill obligations under the World Heritage convention and policies of the Heritage Management Plan
- Deterioration of existing buildings which are not used or maintained
- Failure to meet responsibilities of the Disability Discrimination Act for equitable access to buildings
- Health and safety concerns for building users including mould, lead paint, slips, trips and falls

Supporting Policy and Plan recommendations

- World Heritage Convention
- Heritage Management Plans 2016 & 2023
- Disability Discrimination Act



- LEGEND
- EXISTING USE TO BE RETAINED
 - EXISTING USE TO BE ENHANCED
 - NEW USE TO BE CONSIDERED
 - NEW USE REQUIRED
 - PRECINCT CONSIDERATION
 - OPPORTUNITY FOR NEW BUILT FORM

NORTH

FIGURE 66. EXISTING BUILDING USE ANALYSIS



4

What We Need

This section establishes the 'Key Moves' of the master plan including the recommended enabling projects.

These key moves include:



Enhancing Community uses



Site Interpretation



Museum Collection and Experience



Arrival, Entry and Orientation



Visitor Engagement



Landscape Management & Use

4.1 Enhance Community Uses



Continued use of the site is crucial to its significance and success. The site serves as a central hub for recreation, seasonal events, and cultural gatherings for the Norfolk Island community. While tourism use is important, the site's year-round use

by locals provides a stable foundation for its ongoing vitality.

Over time, the site's core activities and functions have shifted to other locations, leading to a loss of use and a sense of vibrancy for locals. There are concerns that if the existing buildings are left unused, they will deteriorate.

The following projects have been developed based on feedback from three community consultations.

Project 1A



FIGURE 67. PRISONER'S COMPOUND DURING BOUNTY DAY

Prisoner's Compound community events space

The Prisoner's Compound is already used for a range of community and cultural events including Bounty Day and seasonal food festivals. These uses require temporary set-ups including lighting, power, marquees and furniture. The main point for amenities on the site is located across Bounty Street on the site of the former Lumber yard. The current green painted timber structure is considered intrusive to landscape values and is aging.

New structures within the Prisoner's Compound could provide necessary services to retain and enhance the use of the compound for events and replace the existing amenities.

It is recommended that further community consultation is to be undertaken to inform the design including the siting and function of new structures.



See interpretive opportunity for prisoners compound



Space can also be made available for ticketed events + tour group use

Project 1B



FIGURE 68. EXAMPLE OF EVENT SPACE IN AN EXISTING COMPOUND

New work could include:

- New storage space for furniture, gazebos and equipment
- New power and water supply
- New public toilets to replace existing toilets near the saw pit
- A new changing shed in-conjunction with new toilets
- Adaptive reuse of the Protestant Chapel for programmable community uses (if Sirius Museum is relocated)

The decant of the Sirius museum enables the Protestants Chapel to be available for programmed community uses. This compliments the use of the Prisoner's Compound as a major community events and cultural space.



FIGURE 69. EXISTING ROOMS IN THE REO BUILDING

Kingston Pier gathering spaces

Locals use Kingston Pier for a range of recreational and gathering uses including:

- Large scale community gathering
- Community and cultural group uses
- Cultural and historical performances
- Community and family event uses





This Site Master Plan presents the opportunity for existing buildings to be re-purposed for community uses including:

- The REO
- Double Boat Shed
- Surgeon's Quarters



Space can also be made available for paid classes, workshop or tour group use



- LEGEND**
-  EXISTING COMMUNITY USE SITE
 -  EXISTING COMMUNITY USE PRECINCT
 -  PROPOSED COMMUNITY USE PROJECT
 -  ENHANCED COMMUNITY USE PRECINCT

 NORTH

FIGURE 70. KEY MOVES MAPPING - ENHANCE COMMUNITY USE 1:5000 @ A3

Facilitate ongoing recreation uses at Emily Bay

Emily Bay is a focus of both tourist and local recreational use. It is the main swimming beach on the island. This Master Plan supports the ongoing use of the beach for all of its current functions and has suggested a range of new spaces. However, preservation of the natural environment and setting was of high value to those consulted. Changes considered should protect and enhance the natural environmental qualities of the space.

In order to maintain and enhance current and ongoing local recreation and cultural use while protecting the natural environment (marine and terrestrial), new opportunities could include:

- Children’s play spaces based on nature-based designs
- Expanded camping opportunity for the local community during summer and holiday seasons
- Protection of the natural environment (both marine and terrestrial)
- Relocation of the road

Project 1C



FIGURE 71. EXAMPLE OF NATURE BASED PLAY

Children’s Play Spaces

The addition of a children’s playground was frequently requested, although its support was far from universal. Currently, there are two other existing playgrounds on Norfolk Island, one located within Burnt Pine and another at the Norfolk Island Central School.

Any provision of a playground within the Emily Bay precinct needs to be subservient to the surrounding context. A number of strategies to achieve this could be adopted. These include:

- The development of any playground should contribute to the child’s and family’s interpretation of the site – including Colonial, Pitcairner and recent history, the importance of the reef and environmental management
- The adoption of nature play principles and aesthetics may assist in achieving this outcome
- The location of any playground should not detract from the natural setting and beauty of the Emily Bay precinct and as such should consider the visibility of the facility from the bay and its immediate surrounds

Project 1D



FIGURE 72. EXISTING ROAD NEAR EMILY BAY SHORE

Location of access through and beyond Emily Bay

The access road to this precinct traverses the rear of the dune and hugs the eastern shore of the bay requiring some level of sea wall and exposing vehicles to the edge of the bay. Moving the road away from the edge facilitate the opportunity for:

- Better access to recently installed picnic facilities
- The re-establishment of the natural dune and headland landscape
- The formation of a coastal walk that isn’t compromised by interaction with vehicles
- Better integration of storage of the outrigger boats clear of the pine forest
- Provision of formalised accessible pathway access to the bay from adjacent parking



See interpretative opportunities for Emily Bay



Preserving the bay is important for ongoing community use and best practice landscape management

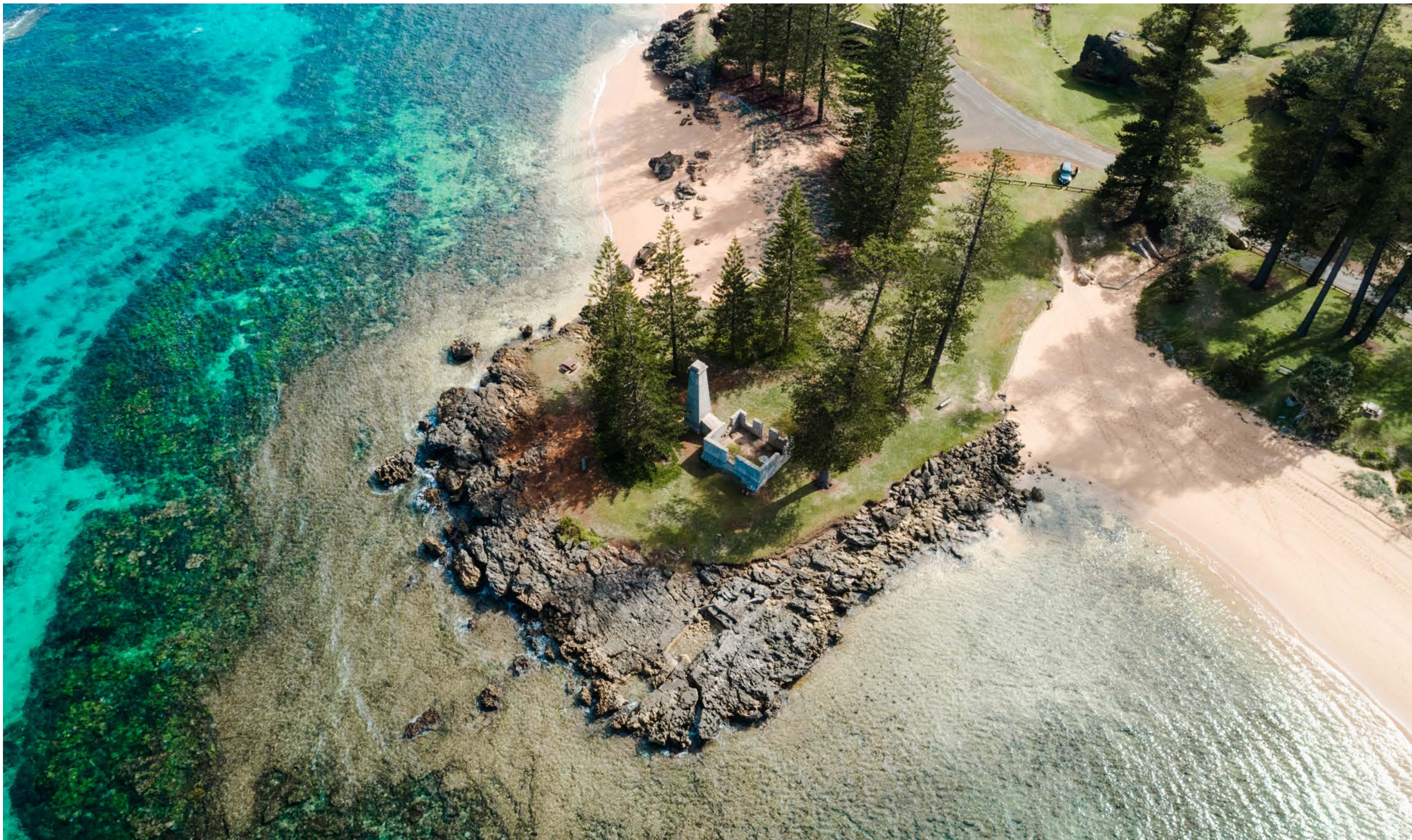


FIGURE 73. CYCLIST ON QUALITY ROW

4.2 Site Interpretation



Site interpretation is limited to location based signage in Kingston. This signage was expanded and enhanced in 2022 with wayfinding signage in line with the Interpretation Plan (Convergence, 2020).

There is an established existing market of tour providers who offer explanatory tours which supplement site orientation and interpretation signage. However, this product is not quality monitored for visitor management and interpretation content consistency and accuracy.

Further, there are aspects of the site that aren't able to tell the full story and history through the existing fabric alone. Built structures and surrounds within the site that have not been restored or revitalised cannot communicate the experience of living on the site. For example, the new Gaol's remnant walls do not capture the sense of isolation in dark, small cells.

Project 2A

Maintain, support and enhance existing tour offerings with guide training and operator licensing



Revenue generated from training and licensing of tour operators should be reinvested into tour infrastructure, site maintenance, and improving the visitor experience.

Project 2B

Improve and refresh signage at existing interpretive sites including:

- Polynesian settlement
- Queen Elizabeth II lookout
- Duplex
- Lime Kiln
- Salt House
- Convict Hospital
- First Settlement Government House
- Cemetery - including headstone conservation
- Alternatively, oral histories (soundscapes) could be used for same interpretation rather than signage.



The signage should enhance the existing tour experience and assist with navigation, without revealing all information for free.

Project 2C

Consider new interpretive experiences which supplements spoken and written guides. These experiences could introduce new spaces that enhance stories which are not clearly told on the site or re-imagine existing spaces in a new way.



Interpretive opportunities should consider tour operator use for present and the future



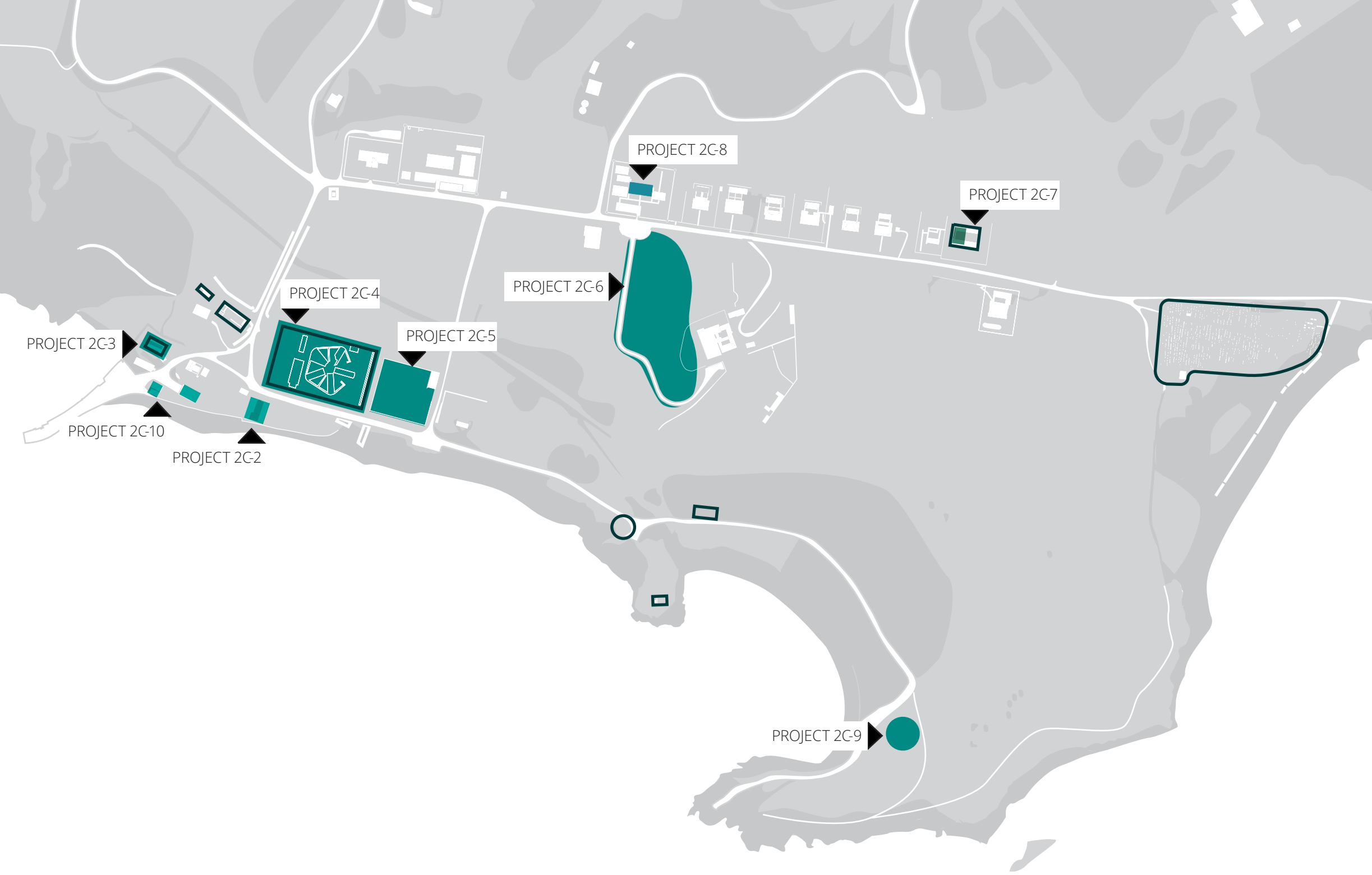
Landscape based interpretation can be used to enhance ongoing management and protect natural features and improve site safety and accessibility



Interpretive opportunities help to tell stories that are important to the local community, to enliven and protect significant sites and spaces

TABLE 10. PROJECT 2C INTERPRETIVE OPPORTUNITIES

	Polynesian Settlement	First settlement	Second settlement	Pitcairn settlement	Norfolk Islander History
Story of Industry		●	●	●	
Story of Agriculture		●	●	●	●
The New Gaol site story		●	●		
The story of Convict Labour		●	●		
Prisoner's Barracks site story		●	●		
Government House Story		●	●	●	●
Story of Pitcairn Islander Settlement				●	●
Story of Governance		●	●	●	●
Story of Ecology	●	●	●	●	●
Story of Maritime Uses	●	●	●	●	●



LEGEND

- EXISTING SITE
- PROPOSED SITE

NORTH

Project 2C-1



FIGURE 76. WATERMILL RESERVOIR AND ARTHUR'S VALE

Arthur's Vale – Story of Agriculture

Arthur's Vale provides the connection to the agricultural past through the ongoing agistment of cattle within the site. This captures one element of Arthur's Vale productive past.

Arthur's Vale's agricultural heritage however is more diverse with it originally being the food bowl of the island served by good water supply and flat fertile lands.

Potential exists for this to be interpreted through the use of lands below Watermill Reservoir as market garden type lots, reflective of the intensive production and types of plants which were originally grown. The produce from these gardens may be able to supply food offers within Kingston or beyond, strengthening the connection to the past and its interpretative role.

Opportunities for more diverse production would need to be negotiated with the Norfolk Island Cattle Association. A potential site has been identified which is presently occupied by a stockpile site which should be removed off site. The use of such land mitigates impacts on the present grazing regime while providing access to a plentiful water source to enhance production.

Project 2C-2



FIGURE 74. EXAMPLE IMAGE OF SUBTLE INTERPRETIVE INFORMATION AT THE CONVICT MINES SITE, TASMANIA

In addition to the interpretation of the site for agricultural production, the opportunity to interpret the methods which supported the colony and how this influenced the colony's development could also be interpreted.

Two underground silos located above the Commissariat Store offer the potential to further interpret the agricultural past of Kingston. These date to the time of the second Penal settlement and were important structures for the support of the growing population through the storage of grain. The silos are located on land within the Kingston and Arthur's Vale Historic Area but in private ownership. Opportunities to enhance access and support the preservation and interpretation of these elements would assist in the interpretation of the story of agriculture on the island.



FIGURE 75. INTERPRETIVE WIREFRAME SIGNAGE EXAMPLE

Blacksmith Quarters - Story of Industry

The story of the many industrial uses on the site is difficult to understand in its current bucolic setting. Industrial activities spread across the site, including the blacksmith's quarters, lumber yards, salt house, quarry and lime kilns.

The construction of the site including the engineering of the creek and draining of the swamp are important aspects of this story.

All weather site interpretation panels within the Blacksmith's compound could inform visitor's understanding of how these industries functioned and worked together during different phases of the site's history.

This could be supplemented by site-wide interpretation pieces alongside Agricultural interpretation.

Project 2C-3



FIGURE 77. EXISTING CRANKMILL MECHANISM IN THE MUSEUM

The Crankmill: The Story of Convict Labour

The Crankmill presents a significant opportunity for interactive interpretation on the site. The existing crank mechanism which is in the museum collection could be replicated in a way that can be used by visitors to the site to understand the physical labour undertaken by convicts during the penal settlement periods. Lighting and soundscapes could enhance this experience. The larger story of labour could also be told through interpretive panels. Future technology may also allow for holographic interpretation.

This project also presents the opportunity to construct a new, contemporary roof structure over the existing walls to protect the fabric from further deterioration. Lightweight internal floors could help to overcome access constraints and interpret the internal layout of the building when it was in operation.

Project 2C-4



FIGURE 78. CASCADES FEMALE FACTORY EXAMPLE

The New Gaol site story

The New Gaol is in a ruined state which does not tell the full story of the inhabitants' imprisonment, including the use of blackout confinement cells. The gaol also represents significant changes in theories of punishment which are only told on the site in small scale location signage

New Site interpretation could include landscape interventions which would enhance the legibility of the original building layout while improving access for visitors to the site. There is also potential for a collocated lightweight interpretive structure which reproduces the qualities and scale of a single cell and helps visitors understand this experience. Again, future technology may allow for holographic interpretation and if this technology is used across the site, has the potential to attract new tourism markets or at a minimum, capture more visitation of existing markets.

Tasmania's Cascades Female Factory sets a strong precedent for this project including sensitive built interpretation on sites with limited visible building fabric.

Project 2C-5



FIGURE 79. INTERPRETIVE WIREFRAME SIGNAGE EXAMPLE

Prisoner's Barracks site story

The Prisoners' Barracks proper is no longer evident in the compound site. Other features of the site, including the guard house and structures abutting the compound wall, have been removed over time and limited evidence exists for visitors to interpret the function of this space.

However, the site has other layers of significance to consider. The site is used by the community for cultural events with frequent use of the green lawn for recreation and gathering. New site services are considered in order to enhance this community use and interpret some of the past site layout.

Further interpretation could take the form of signage which reconstructs views and helps visitors to understand the earlier site plan and three-dimensional form of buildings which have been removed.

Project 2C-6



FIGURE 80. OPPORTUNITY TO EXPLORE CHARACTER OF PAST PLEASURE GARDENS WITHIN GOVERNMENT HOUSE

Government House Story

Access to the Government House gardens is critical to the legibility of the convict-site hierarchy and how it functioned as a penal settlement from the second settlement. The elevation of the site, sight lines and landscape spaces reinforce the stature and relationship of the government to the convict, industrial and management sites.

The interpretation of the Government House gardens was suggested in 1997 and again in 2017 (Tropman and Tropman Architects Gardens Conservation; Inspiring Places Maintenance Advice).

Opening Government House gardens for public access including tour bus access is desirable. Designated coach parking space could be provided as could consideration of landscape interpretation spaces which recreate elements of the recreational parterre gardens. Re-purposing Government House for increased public visitation was suggested and could be considered as part of a future interpretation strategy. At a minimum, expanding the Government House Open Day scheme to allow for a weekly open day should be considered. New fencing may be required to manage groups and crowds and consideration would need to be given to the impact to the internal furnishings and gardens.

Project 2C-7



FIGURE 81. EXHIBITION DISPLAY IN HERITAGE SPACE EXAMPLE

Quality Row Duplex – Story of Pitcairn Islander Settlement

While the House Museum at No. 10 Quality Row provides some interpretation, the broader story of the development of the Norfolk Island culture and how Pitcairners came to inhabit Norfolk Island - what their lives were like when they arrived, how they settled in and continued to use the Kingston site.

The Quality Row Duplex is already a significant site for interpretation and popular location for tourists to experience the site at night through ghost tours. However, the symmetrical arrangement also offers the possibility of some internal display and use in one of the houses while retaining these other values.

This display would supplement the stories of Pitcairner Settlement told at the House Museum (No. 10), Pitcairn Settlers Village (off site) and the Prisoners' Barracks site story.

New display could be a minimal lightweight steel frame and mesh floor platforms offset to the walls with no wall finishes. This would allow for safe access and display while retaining the duplex in their current form.

Project 2C-8



FIGURE 82. EXISTING SPACE AT OLD MILITARY BARRACKS

Old Military Barracks Legislative Assembly - Story of Governance

The story of how Norfolk Island was governed as a small, isolated population is significant – both interesting to visitors and an important part of local history and identity. This story ranges from the distant past of penal settlement to the living memory of self governance.

The Old Military Barracks was the former location of the Legislative Assembly. The original fit-out is part of the Norfolk Island Museum Trust collection and will be reinstated in early 2023.

Reinstating this fit-out will offer the opportunity to conserve the physical fabric appropriately while creating a space for discussion and display of the history of governance and function as a usable meeting space for education and community groups.

Project 2C-9



FIGURE 85. SUB BASE PLATYPUS BY ASPECT STUDIOS

Emily Bay Children’s Play Spaces – Story of Ecology & Culture

The need for a children’s play area has been identified through the consultation process. This may reflect both a changing island demographic but also a change in the island visitor demographic.

The incorporation of play can be used as a means of increasing the access and understanding of the islands ecological story, building on the significance of the Emily Bay precinct; and is a strengthening of the important social role the precinct plays in the community.

Care needs to be taken with the siting of such an activity so as not detract from the overall character of the natural setting and its ambience. It is recommended that co-locating with the picnic shelters would provide an appropriate setting and ensure accessibility.

The design of the facility needs to be site specific, robust, and responsive to the harsh marine environment in which it is to be set. Its design should explore a combination of environmental art and nature play type elements that would facilitate the provision of play while minimising visual impact and enabling the interpretation and appreciation of the Norfolk Island story.



FIGURE 83. INTERPRETATIVE ART / PLAY STRUCTURE - BRISTOL ENGLAND

Key Topics of exploration could be:

- The story of whaling
- Marine creatures of Emily Bay
- The botany of the island
- The Polynesian story
- Navigation

Examples of ways in which these items can be interpreted as play and art include Water sculpture, Burnie Tasmania or The Bristol Whales, England.

Such a strategy reinforces the natural heritage focus of the precinct strengthening the educational and interpretation messaging for the precinct and the island as whole.

Project 2C-10



FIGURE 84. BOAT SHED AT KINGSTON PIER

Double & Single Boat Shed – Story of Maritime Uses

Kingston Pier is significant for its maritime uses including present day port and lighterage uses, recreational fishing, historic whaling and transportation by sea.

Existing lighterage boats are currently stored near the pier but are deteriorating in the open air with full exposure to the elements. These boats are significant to the story of the pier and have strong associations to people in the community who constructed and used them.

The reuse of the boat sheds to store these major historical pieces continues the building's original function. This could include ongoing boat building and boat conservation activities. New interpretive signage, display and fit-out will create a space to tell the stories of maritime uses. One side of the double boat shed could also be retained as a largely open space and used for other programmable events.

4.3 Museum Collection and Experience



The current museum collection is distributed across various locations that encourage exploration of the site and use of heritage buildings.

However, managing multiple sites presents staffing and resource challenges. Additionally, the existing buildings housing the collection do not provide adequate conditions for ongoing conservation and responsible care. There is also a lack of space for expanding and sharing new and existing stories in more detail within the existing sites.

Despite these challenges, the House Museum located at No. 10 Quality Row is a unique and valuable heritage site that should be preserved.

Project 3A

Undertake an assessment of the existing museum collections to establish at risk items and immediate strategy for conservation.

Project 3B

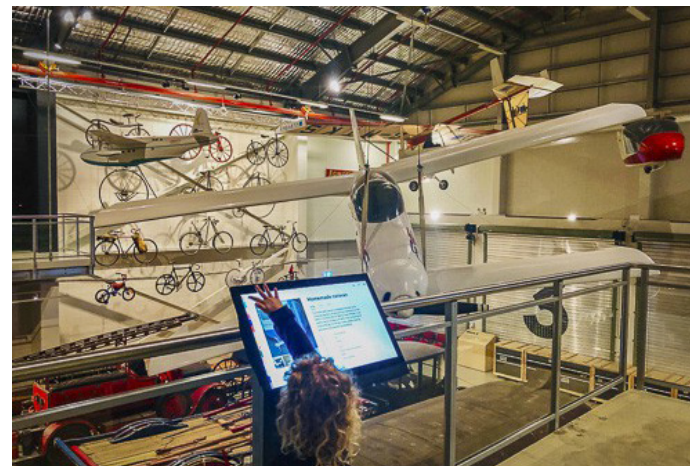


FIGURE 86. POWERHOUSE MUSEUM DISCOVERY CENTRE, CASTLE HILL

Purpose designed storage facility

There are significant collection storage and condition risks which could be addressed with new purpose built facilities which enable conservation appropriate to the significant heritage values of the artefacts.

Two location options are proposed for further feasibility assessment:

- Alternative site outside of Kingston
- The rear of Military Barracks Site (Co-located with proposed multi-winged museum)



Public access to collections has become increasingly popular and many visitors are happy to pay for access and interpretation. Unlike the current situation, either new option could provide public access via guided tours into the collection storage facility, to observe and interact with conservators.



This allows visitors to understand the depth and significance of the collection even when it is not on display in the main museum



FIGURE 87. PENN MUSEUM ARTEFACT LAB, NEW YORK

Sirius Museum display

The Sirius Museum collection is one of the major features of the site that is not adequately conserved in its current location.

Special consideration should be given to this collection as several key artefacts including the Anchor of the Sirius is too large for relocation into most existing buildings. Initial investigations suggest the New Military Barracks could accommodate these objects. Alternately, co-location with a new museum collection store could provide the required display space while enabling conservation and public viewing.



- LEGEND
-  EXISTING SITE
 -  PROPOSED SITE
 -  PROPOSED PRECINCT
 -  NEW SITE

*INCLUDES ALL EXISTING SITES

NORTH

NORFOLK ISLAND KINGSTON + ARTHUR'S VALE HISTORIC AREA. 1:5000 @ A3

Project 3C



FIGURE 88. SYDNEY LIVING MUSEUM: HYDE PARK BARRACKS

Multi-Winged Museum Precinct

A single, consolidated museum would enable the management of the existing collection through:

- New purpose-built building services providing appropriate environmental conditions to protect the collection from damage, heat, humidity and salinity
- New security and fire detection systems to protect the collection from damage or theft
- Existing displays and collections can be conserved and refreshed. Each collection can maintain its individual identity in separate wings and spaces
- New stories and displays can be added to tell additional stories which are not told on the site
- Site-wide history can be told in one space rather than repeated across multiple museums
- New temporary exhibition space can be created for visiting exhibitions or new research
- Conservation spaces can be provided that allow the collection to be cared for (and be part of a visitor experience)
- The research centre can be collocated to maximise staff access and availability
- Staffing of the display, collection and research centre can be rationalised



FIGURE 89. HYDE PARK BARRACKS INTERNAL MUSEUM DISPLAY

The proposal being recommended for a feasibility assessment is to re-purpose the main building within the New Military Barracks to become the main museum at Kingston. The building is comprised of three levels that each have a footprint of approximately 258m². Within each level approximately 175m² is available for exhibition space, after discounting the central stairway and small rooms at the rear. The building has approximately 525m² of floorspace for interpretive display. The Museum could feature on different levels and wings of the building:

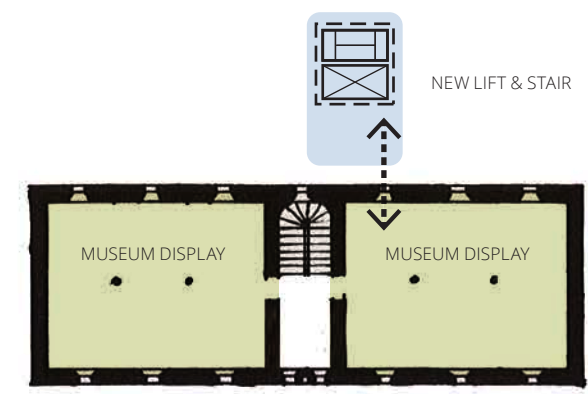
- Former REO (Royal Engineers Offices) Ground level
- Pier Store museum (Pier Store, both levels)
- Archaeological Museum (Commissariat Store basement)
- Site-wide orientation content



FIGURE 90. HYDE PARK BARRACKS DIGITAL CONTENT DISPLAY

A high level test-fit has been undertaken to give an indication of potential layout and feasibility. This considers the following:

- The Pier Store Museum (most popular) to be expanded and refreshed
- The Archaeological Museum to be reduced in floor space, given that some of its existing space interprets the building
- The Research Centre to be relocated to the Mess building
- Other buildings on site that can be used for staff functions, preparation and storage
- A new temporary exhibition space to be created in one wing to present relevant touring exhibitions
- The guardhouse could be adapted with preparation kitchen and amenities to service the museum
- Flexible exhibition display fit-out in one wing to allow for event and gathering use

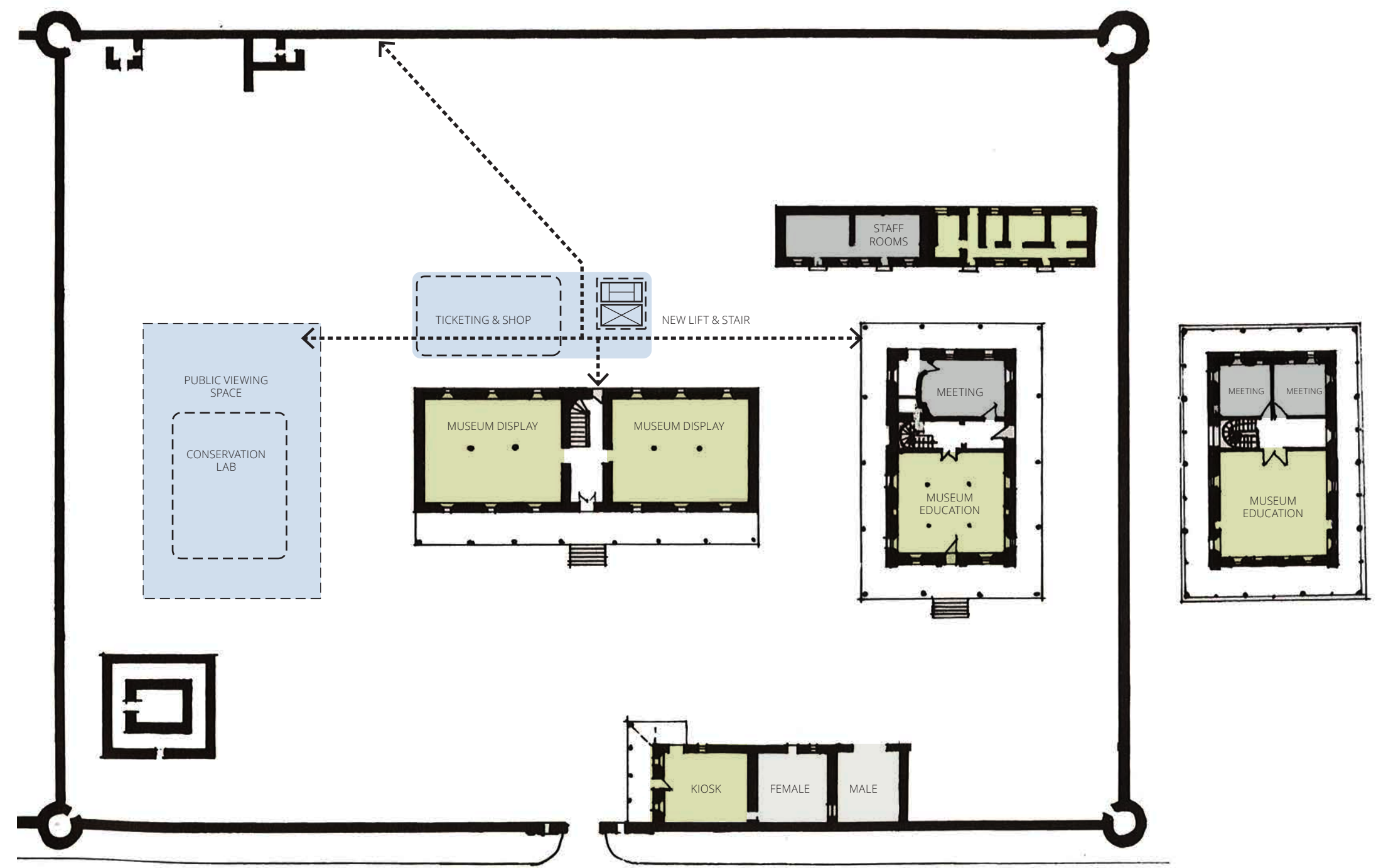


LEGEND

- NEW MUSEUM FITOUT IN EXISTING BUILDING
- NEW MUSEUM BUILDING/EXTENSION
- MUSEUM STAFF AREA
- MUSEUM TOILETS

The following major works may be required to re-purpose the main building:

- Providing access is granted, the upgrading of road access and car-parking on the northern side of the Commissariat Store building wall or adjacent street side parking on Quality Row
- The installation of a free-standing lift to the rear of the building adjoining the stair area and the construction of an all-weather connection and doorway into the building
- The installation of an air conditioning plant with variable controls for different wings/levels of the building to reflect conditioning requirements
- General access upgrading to comply with building approval requirements
- The installation of smoke detector and security alarm system back to base throughout
- Some window blackouts to prevent direct sunlight penetrating
- Upgrade of Bounty display cabinets so they can be moved and a function can be run inside
- General interpretation display refreshment (content, graphics and production)
- Installation of a reception counter
- Storage area in rear Ground Level buildings for new tables and chairs
- Reduce access to the New Military Barracks to pedestrian access only



An enhanced museum can allow space for ticketed events including theatrical dinners, special talks and presentations with experts supported by new catering facilities.

FIGURE 91. PRELIMINARY ZONING DIAGRAM TO TEST FEASIBILITY OF NEW MILITARY BARRACKS FOR MUSEUM USE

4.4 Arrival, Entry and Orientation



Access to the site at all times of day is important for locals and should be encouraged and continued. However, there are opportunities to better manage how this occurs around the existing significant heritage buildings and landscapes.

Further, the site would benefit from a carefully designed and curated approach to arrival, entry and orientation for visitors which enhances their experience of the site. This could bring together existing and historic routes while reducing individual short-distance 'bunny-hopping' around the site through new infrastructure and dedicated spaces for arrival and reflection.

Project 4A



FIGURE 92. EXISTING INTERPRETIVE SIGNAGE AT QEII LOOKOUT

Promoting preferred visitor entry & exit

It is proposed to promote Rooty Hill Road as the primary entry route for first-time visitors to Kingston. Promoting an exit via Country Road offers a cross section of landscape experiences of the site - from the hill tops to the valleys. This would necessitate changes to tourism materials and the installation of directional signs from the northern connecting roads.

Country Road is being suggested as the preferred route for locals and traffic serving the site for business. All roads will remain open and operational for local traffic.

Project 4B



FIGURE 94. TOUR BUS PARKED AT KINGSTON PIER

Managing vehicle access and parking

The functional use of Kingston is important for both locals and visitors, and can have an impact on the site's presentation. While access for locals is essential, it may be beneficial to reduce vehicle use and better control visitor movement on the site.

One proposed strategy to achieve this is to offer electric vehicle and bike rentals, as well as a regular buggy service from a designated departure point. This should be coordinated with site orientation spaces as outlined in Project 4D.

When siting parking areas, it is important to avoid placement that would detract from the site's visual appeal, such as around the base of trees or in front of buildings. Parking should also take into consideration issues related to tree root compaction. To prevent the controls from dominating the site's aesthetics, they should be integrated into the surroundings rather than added as an overlay. Additionally, controls should delineate the parking area without compromising any protected elements.



FIGURE 93. PARKING DOMINATES HERITAGE STRUCTURES

It is recommended that roads and paths be considered as shared spaces, with a clear designation of this role through integrated signage and treatments within the road environment. This ensures that roads continue to be the primary access point for all users of the site, regardless of their mode of travel.

The use of Jakmat to protect the existing landscape and subsurface archaeology should be maintained, and new overflow parking areas should be established.

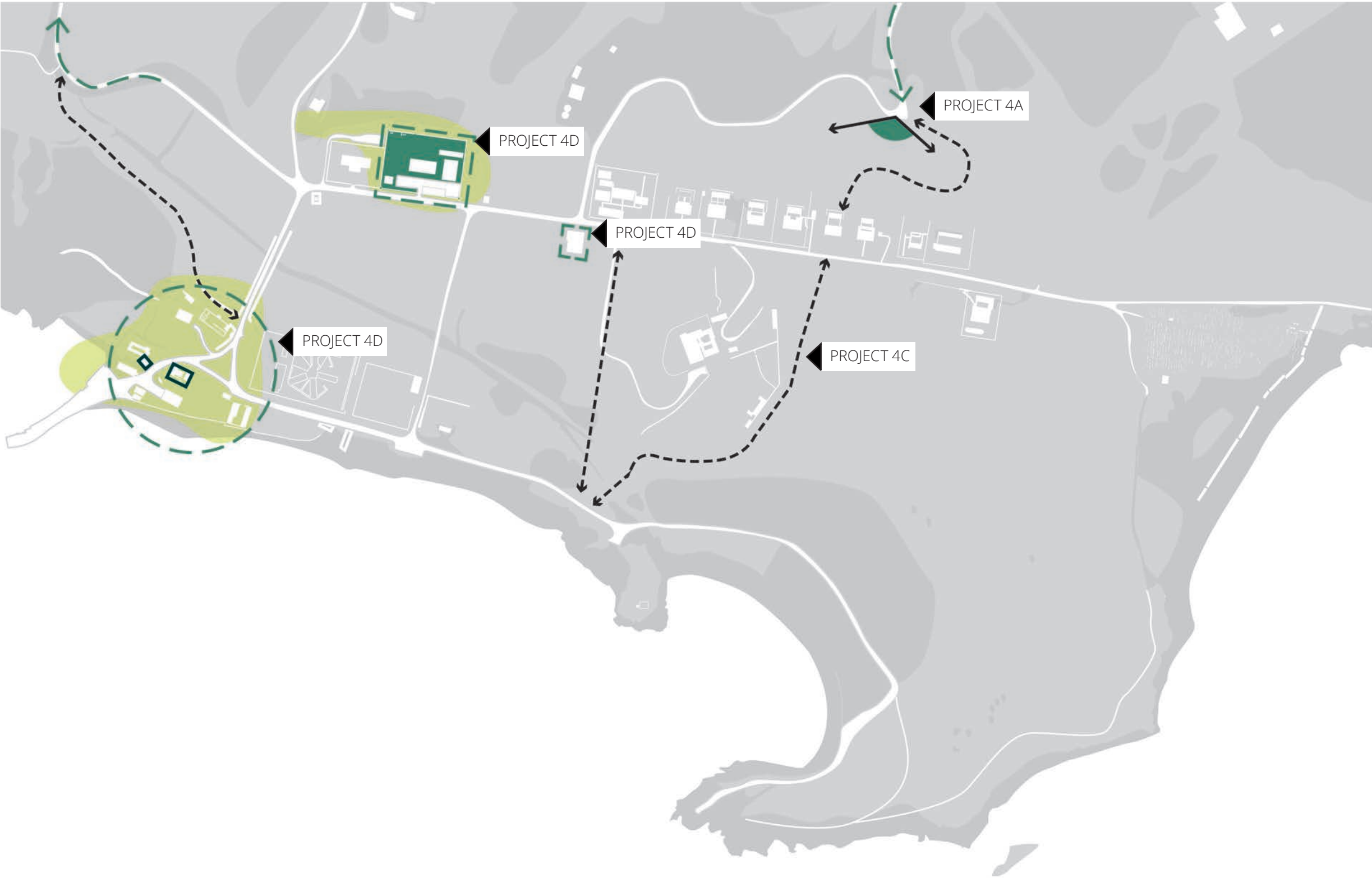


FIGURE 95. KEY MOVES MAPPING - ARRIVAL, ENTRY AND ORIENTATION 1:5000 @ A3

Project 4C



FIGURE 96. MOWN PATH



FIGURE 97. FLOATING BOARD-WALK



FIGURE 98. GRAVEL PATH



FIGURE 99. STAIRS SET IN SLOPE

Promoting pedestrian routes

It is recommended to identify the best short and long routes to navigate the site. The routes should follow a logical sequence that highlights the interconnected story of the site's features. Additionally, the routes should consider a starting point from the primary entry and orientation facility. Priority should also be given to separating pedestrian and vehicle traffic on major roads.

The new route could include:

- Historical Switchback path route down from Queen Elizabeth II lookout
- Separated pedestrian path along Quality Row
- Existing coastal route to Lone Pine, maintained and signed
- New cross block route beside Government House Reserve and the Golf Course to promote pedestrian access to Emily Bay and the Polynesian Site from Quality Row

The definition of the path types will need to be responsive to the setting. The paths should blend in with the landscape instead of overshadowing it. A number of approaches are proposed to reflect context. All are low key and largely inexpensive to provide. The

priority of paths needs to be linked to the visitor types and usage. The finish of the path may be determined by demand.

The first stage of development may adopt a mown grass path. This methodology enables the testing of routes and their demand to be assessed without a substantial investment. Where demand begins to have an impact on the overall condition of the path its conversion to a formed path should be considered. This would be a mid to long term project.

Board walk type paths should be considered where delicate geology, or archaeology needs to be managed through the elimination of traffic. The coastal trail may require such a construction where dunes are being traversed and definition of path is required. Such paths would be developed as part of the re-vegetation of the coastal precinct and would be a medium term strategy.

Steps are required in response to topographic features. The route from Queen Elizabeth II lookout would require steps and these should be benched into the slope to create a subtle and low key structure.

Project 4D

Creating an Orientation Space

There are a number of core elements that could be included in the centre and some potential value adding elements. Interpretation Centres can function at the beginning, middle and end of a visitor's time on the site.

Recommended functions:

- An outdoor undercover orientation display, so that even if it is closed it can perform the function
- Public toilets which are accessible when the interpretation centre is open or closed
- Hiring of electric vehicles & bikes to explore the site, as well as a departure point for a regular buggy service
- Pick-up and drop-off point for a regular buggy service to access the site
- Indoors interpretive introduction that features the World Heritage Property and incorporates Pitcairner history through to contemporary matters
- Kiosk selling locally inspired souvenirs and support equipment (e.g. raincoats, hats and sunscreen) to explore the site, and snorkeling gear/ surfboard hire to further enhance the experience
- Supporting parking, plant and sustainable energy and water systems.

There are a number of location options which could be considered for further feasibility assessment:

- Co-located with proposed multi-winged museum
- Number 11 Quality Row (recently refurbished)
- Kingston Pier - multiple buildings may be required to provide all necessary spaces including large scale group gathering. This could be provided alongside existing Settlement Guardhouse Orientation space and/or REO. Access for coach and car parking should be carefully considered in this busy area.



FIGURE 100. THY NATIONAL PARK VISITOR CENTRE - LOOP ARCHITECTS

Purpose-built Interpretation Centre

The construction of a purpose-built interpretation centre was tested as a part of this plan. This considered siting options and recommended further investigations of two sites - above the QEII lookout (within the world heritage site) and on the former Paradise Hotel site on Quality Row. This was supported by a short brief with proposed areas and a high level cost estimate to inform financial forecasting and economic impact assessments. This is included in Volume 2 and the analysis revealed that a purpose-built centre is not feasible in the next 10 years and the use of existing buildings should be prioritised to provide the required services. This should be revisited in future updates to this site master plan.



FIGURE 101. EXISTING ORIENTATION SPACE IN THE SETTLEMENT GUARDHOUSE (RECENTLY COMPLETED)

CORE ELEMENTS	OPTIONAL ELEMENTS
Introductory displays and ideally customer service on how to experience whole site	Located close to arrival entry
Introductory interpretation on site significance	Offers a view of the site to support introduction
Locally relevant souvenirs and logistical support elements (e.g. hats, coats)	Kiosk or café to support longer stay
Parking for coaches and cars	A feature exhibition less able to be delivered on site
Public amenities (open all hours)	Flexible spaces for community uses and revenue generation (e.g. cultural demonstrations, meetings and functions)
	Movable heritage collection storage and conservation
	Adjoining museum or gallery
	Equipment hire, such as electric vehicles and bikes, snorkeling gear and surfboards

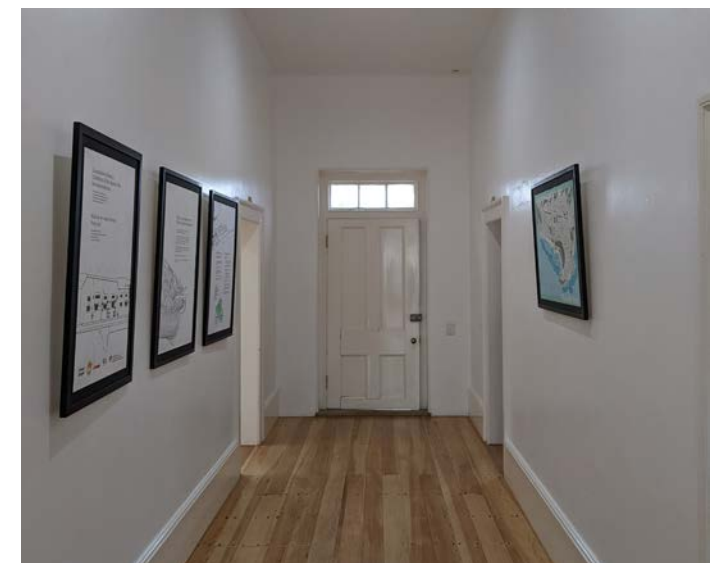


FIGURE 102. TEMPORARY EXHIBITION (FOR SMP ROUND 3 CONSULTATION) IN NUMBER 11 QUALITY ROW (RECENTLY REFURBISHED)



New facilities and spaces within the interpretive centre will be open all hours or available for community use including special events



New cafe and kiosk as well as enhanced facilities and ticketing options will enhance the ability of the site to generate income for reinvestment

4.5 Visitor Engagement



The second round of stakeholder consultation for this Master Plan presented a number of options for food and beverage and for accommodation, which are shared in the Appendices.

Project 5A



FIGURE 103. EXISTING GOLF COURSE CLUBHOUSE

Upgrading the Golf Course Clubhouse

No. 1 Quality Row is used as a Clubhouse by the Kingston Golf Course. Their management would like to upgrade the clubhouse to provide an improved and larger dining opportunity capable of being financially sustainable.

Preliminary ideas include:

- Extending the veranda overlooking the golf course and providing glass walls to waist height to reduce wind
- Enclosing the open central courtyard to operate as additional dining space or a larger kitchen
- Creating an outdoor deck with glass walls to the eastern side looking towards Cemetery Bay

This opportunity both enhances the existing community uses and provides opportunities for greater visitor engagement.



The golf club is an important community space and is well loved and used by locals. Upgrade works are supported.

Project 5B



FIGURE 104. Q STATION RESTAURANT EXAMPLE

New on Site Food & Beverage

During the consultation process, there was a recurring request for the availability of coffee, snacks, and hot takeaway food on the site. There are a number of locations which could be used by local operators to offer these services including:

- Existing buildings with commercial kitchens:
 - Royal Engineer's Office
 - No.9 Quality Row
 - Surgeon's Quarters
 - Pier Store
- Mobile or temporary cart or truck at Kingston Pier or Emily Bay

It has been acknowledged that in the future, there is a need for a larger and upgraded commercial kitchen that could service multiple spaces and a larger restaurant offering on the site. This was considered within the Pier Store cafe and could include:

- Ground floor kitchen, store and waste management area
- Waterfront deck - built as a separate detached structure to the Pier Store and located to minimise visual impact on major view lines
- Upper level Dining space which could be used for evening events (functions and theatre)



The golf club is an important community space and is well loved and used by locals. Upgrade works are supported.



FIGURE 105. KEY MOVES MAPPING - VISITOR ENGAGEMENT 1:5000 @ A3

Project 5C



FIGURE 106. HERITAGE ACCOMMODATION AT Q STATION, NORTH HEAD



FIGURE 107. ENSUITE OF HERITAGE ROOMS AT Q STATION, NORTH HEAD

Accommodation on site: Self-contained heritage cottages

It is proposed to adapt and refurbish five of the existing Quality Row cottages into self-contained heritage cottages. Table 11 identifies the buildings, their current and proposed use. No. 10 Quality Row would retain its use as a House Museum.

We have assumed that the accommodation has the following fit-out:

- Bedrooms offer queen sized beds in double rooms and king singles in single rooms and linen is provided
- Kitchens are equipped with a fridge, gas top and electric oven, microwave, toaster, kettle, coffee plunger, tea strainer, crockery, glassware and cutlery
- Bathrooms have hot showers and flush toilets
- There is an electric heater and a fan but no air-conditioning
- Outdoor facilities include barbeques and al fresco settings
- The fit-out, while keeping with the style of the building, is quite comfortable and tasteful, but not necessarily luxury. Theming of the properties is kept authentic with many original features retained and interpretive resources like books included
- Guests would have the choice of pre-ordering a continental breakfast in their room or dining out
- An image of a couple relaxing with a beverage on the veranda would become synonymous with the branding for the target market

Maximising operating efficiencies

To maximise operating efficiencies will require seeking the fewest number of visitor economy operators to operate as much of the product as possible. This would allow the operator to move staff between businesses and avoid non-productive and costly periods when business is lower. A creative lease that includes incentives for the operator to invest in continuous improvements would also assist ensure a sustainable and quality business.

In leasing out the accommodation and food and beverage businesses, Kingston would require a base rent equivalent to 10% of the forecast revenue. These forecast revenue and subsequent rental income to Kingston is presented in Section 6.2.

TABLE 11. PROPOSED SELF-CONTAINED HERITAGE COTTAGE ACCOMMODATION

QUALITY ROW COTTAGES	CURRENT USE	BEDROOM	COMMENTS
No. 9 Quality Row	Research Centre	4	Problematic to deliver lounge & kitchen, maybe a courtyard infill or one bedroom & bathroom
No. 5 Quality Row	Residential accommodation	4	Adapted and able to deliver contemporary fit-out
No. 6 Quality Row	Residential accommodation	4	Quite intact, so less adaptation and more of an authentic experience
No. 7 Quality Row	Residential accommodation	4	Quite intact, so less adaptation and more of an authentic experience
No. 8 Quality Row	Residential accommodation	4	Adapted and able to deliver contemporary fit-out



4.6 Landscape Management and Use



The analysis of Kingston presents a range of opportunities to manage the landscape with multiple stakeholders including tourism operators, lease holders and the local community.

In developing the landscape response to the Site Master Plan and how this can strengthen the usability, interpretation, and experience of the place, a number of key principles have been identified. These principles are focused on overall landscape setting and use rather than the detailed nuances of certain treatments. In doing so they align specifically with the Cultural Landscape Management Plan:

Policy 3 - Manage the Cultural Landscape of the Kingston site with an integrated whole of landscape and sustainable approach (September 2019).

At this stage of the site Master Plan, the approach does not neglect the other policies but rather prioritises the broader perspective.

Key Principles that should be adopted in the landscape management of Kingston are as follows:

- Sustainability of existing natural systems and archaeological/heritage features should be prioritised in the decision-making processes for the site
- Maintenance of strong cultural connections to the site should be supported by the activities and management of the structures proposed by the Site Master Plan. This supports the use of Kingston as a living site in which the community is engaged and actively utilised in the daily routine for work or pleasure
- Manage the landscape in a way that enables the history of the site to be explored both in its visual character as well as the ways and actions which are taken to manage the site

Project 6A



FIGURE 108. EXAMPLE OF AGRICULTURAL GARDENS

Maintenance of a productive agricultural landscape

The ongoing management of Kingston needs to both encourage and incorporate the management of the commons as part of the agricultural landscape which has supported the island since its establishment. At present, this is limited to the grazing of cattle. Although this was only part of its role in the original settlements with cropping also a key use of this landscape.

Opportunities for cropping on public lands, within the Arthur's Vale/ Kingston Common precinct would need to be discussed with the grazing industry. An option to consider during periods of fallow from grazing is the



See interpretation opportunities for Arthur's Vale

cultivation of feed crops for cattle or more intensive crops for food production. However, this would require identifying suitable areas that are surplus to the needs of the cattle industry. One potential site to consider is the area around Watermill Reservoir, though proper management mechanisms should be put in place.

The re-establishment of the Government House farm garden also presents an opportunity to reintroduce food production to the Kingston precinct and interpretation of uses related to its penal heritage.

Project 6B



FIGURE 109. EXAMPLE OF SUBTLE BEACH ACCESS ROUTES

Protection and enhancement of the natural system

The focus of the protection and enhancement of the natural system is anticipated to be on the Emily, Cemetery, and Slaughter Bays environs and foreshore.

These are places of significant natural beauty and interaction. Enhancement in management of these areas including the re-establishment of native communities would assist in the interpretation of these important ecological systems whilst stabilising the landscape and enhance biodiversity outcomes.

Similarly, the drainage system of Watermill Creek, presents the opportunity to both enhance environmental outcomes through water quality initiatives but also interpret the important history of the Kingston waterways and what preceded the development of today's Kingston precinct.



See interpretation opportunities for Emily Bay



See community use for Emily Bay

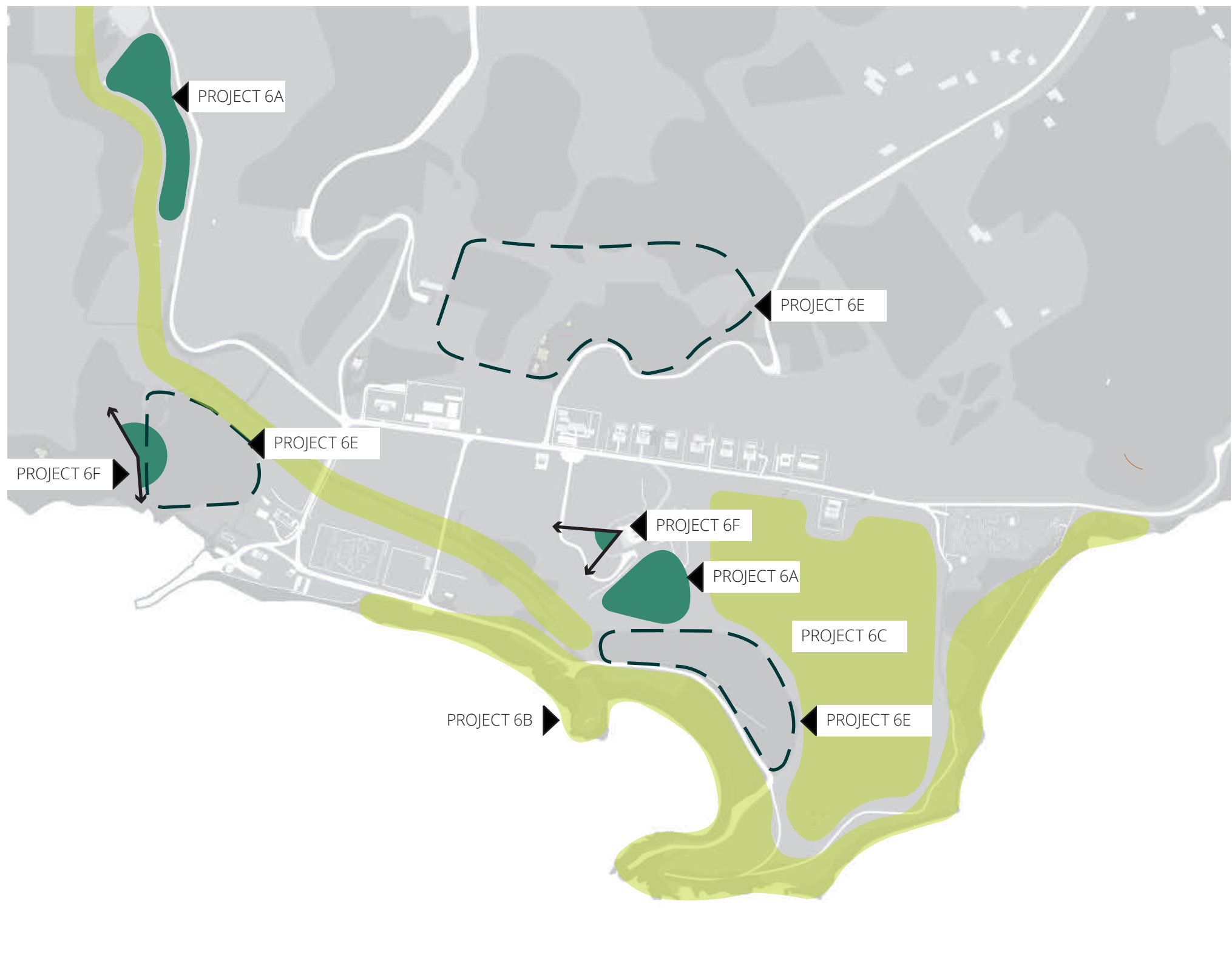


FIGURE 110. KEY MOVES MAPPING - LANDSCAPE MANAGEMENT AND USE 1:5000 @ A3

Project 6C



FIGURE 111. EXISTING GOLF COURSE

Golf Course Management

The Golf course is currently managed as an exotic landscape. The opportunity to respond to the natural environment while maintaining the course presents the potential to integrate with the surrounding coastline through the restoration of the natural vegetation communities.

The process of 'wilding' would focus on the rough adjoining the fairway and would introduce native plants. These plants would be a mix of groundcovers and shrubs and trees depending on the community. Such an approach offers the benefits of enhanced biodiversity, reduced water and pesticide/ herbicide demand, greater opportunities for interpretation and education and a stronger connection to its setting.

The Golf course offers the potential to explore differing communities based on the site attributes including the wetlands, dunes and rear dune environment.



See also Golf Course upgrades

Project 6D



FIGURE 112. PRECINCT WALLS AT THE PRISONER'S COMPOUND

Protection of built heritage

Vegetation which is inappropriately sited can pose ongoing issues to heritage fabric. The management of gardens needs to be responsive both to the original intent of the gardens but also any associated structural fabric, including potential subsurface material.

The management and monitoring of trees in close proximity to structures, particularly houses in Quality Row, is a key area of focus to avoid any damage. When replacing trees, it is important to consider the use of barriers to prevent future damage or to relocate plantings further away from structures while still aligning with the original design intent.

A review of garden beds and grass in relation to structures across Kingston is recommended. Grass and their runners can damage the renders of historic structures due to moisture retention, the impact of root systems, and the use of herbicides. Similarly, beds close to structures can retain moisture leading to dampness issues. To mitigate these issues, a free draining separation strip should be provided.

Project 6E



FIGURE 113. NORFOLK PINES ALONG QUALITY ROW



FIGURE 114. NORFOLK PINE PLANTATIONS ON SITE

Ongoing Plantation management

Norfolk Island pines occur both in association with memorials or events but also as amenity and erosion control planting. The Cultural Landscape Management Plan identifies trees which date from or during the second settlement and commemorative trees as significant trees. Other trees are considered to contribute to the context but are not of heritage significance (CLMP Policy 25).

Many of the trees are well established and of significant scale. Strategies to manage the trees to ensure their Safe Useful Life expectancy is maximised and management initiatives identified for their replacement or otherwise is captured in CLMP Policy 27. Planting of new trees needs to be undertaken in consideration of its heritage and visual impacts.

The management of key views need to consider how plantings may interrupt key connections. In particular the potential to remove, or selectively prune trees to manage view fields. Removal of trees and their selective pruning has been identified within the Government House Gardens as part of the CLMP.

Project 6F



FIGURE 115. VIEW OF KINGSTON PIER FROM FLAGSTAFF HILL

Strengthening of visual linkages

The issue of visual connections have been identified earlier in this document, in particular the view relationship between Government House and the gaols and Flagstaff Hill. Selective removal of parts of the later avenue plantings would reinstate these important and symbolic connections. To achieve this thinning of trees within Government House grounds and Flagstaff Hill would be required.

In the case of Flagstaff Hill the clearing would occur as part of the thinning of plantations and ongoing management of slope stability.

Other views such as along Bligh Street and from the Barrack sites could be enhanced by management of the canopy form such as crown lifting.



5

How to Get There

This section outlines all of the recommended actions from the analysis and key moves.

These actions are prioritised in a timeline of short, medium and longer term implementation.

Key projects have been developed into visualisations to present ideas for engagement and information.

This section is supported by costings and analysis.



5.1 Implementation Plan

5.1.1 Immediate and Short Term Plan (0-2 Years)













Implementation which can take place in the immediate and short term include:

- Initial planning for large scale projects which are critical to the site
- Design and execution of new, small scale interpretation spaces
- Design and execution of new signage and site circulation routes
- Design and execution of new community spaces, site infrastructure and amenities

HIGH: Implementation of this project is critical to ongoing management or use of the site. Implementation is required to enable subsequent projects.

MODERATE: Implementation is important for ongoing management and use of the site.

LOW: Implementation will improve and enhance the ongoing management or use of the site. Implementation of these projects is not required to enable future projects.

KEY MOVE	PROJECT	DESCRIPTION	TASK	PRIORITY	TIMING
  	1A, 2C-5	PRISONER'S COMPOUND COMMUNITY EVENTS SPACE	Design, consult and construct new amenities, storage facilities and event spaces within the Prisoner's Compound. Incorporate new interpretive signage display within the project design.	HIGH	2023-24
			Decommission toilet facilities in the change shed after construction of new amenities. Consider new purpose built change facilities which are more sympathetic to the existing landscape.	MODERATE	2024
 	1B	KINGSTON PIER GATHERING SPACE	Develop booking system and refresh facilities for community group use. Existing kitchen and amenities can be reused in the short term.	MODERATE	2023-24
 	1C, 2C-9	EMILY BAY PLAYGROUND	Design, consult and construct a new sensitively sited playground at Emily Bay.	LOW	2023-24
 	1D	EMILY BAY ROAD	Realign road to manage existing landscape and erosion.	HIGH	2024
 	2A	TOUR TRAINING & LICENSING	Develop tourism training material and licensing system to manage operator activities within the site.	HIGH	2024
  	2B	INTERPRETIVE SIGNAGE REFRESH	In progress.	MODERATE	2024
	2C-2	INTERPRETATION - BLACKSMITH'S QUARTERS	Design, consult and construct new all weather interpretive signage display.	LOW	2025
	2C-4	INTERPRETATION - NEW GAOL	Increase the ability to see the original building layout through symbolic presentation of the building. Install gabion baskets similar to those used at Tasmania's Cascade Factory.	MODERATE	2024
 	2C-6	INTERPRETATION - GOVERNMENT HOUSE	Provide new signage and fencing to facilitate daily public access to the Government House Reserve.	MODERATE	2024
 	2C-7	INTERPRETATION - PITCAIRN SETTLEMENT	Design, consult and construct new fit-out and interpretive display that tells the story of Pitcairner Settlement on one side of the Duplex.	MODERATE	2023

Implementation Plan
Immediate & Short Term (0-2 Years)

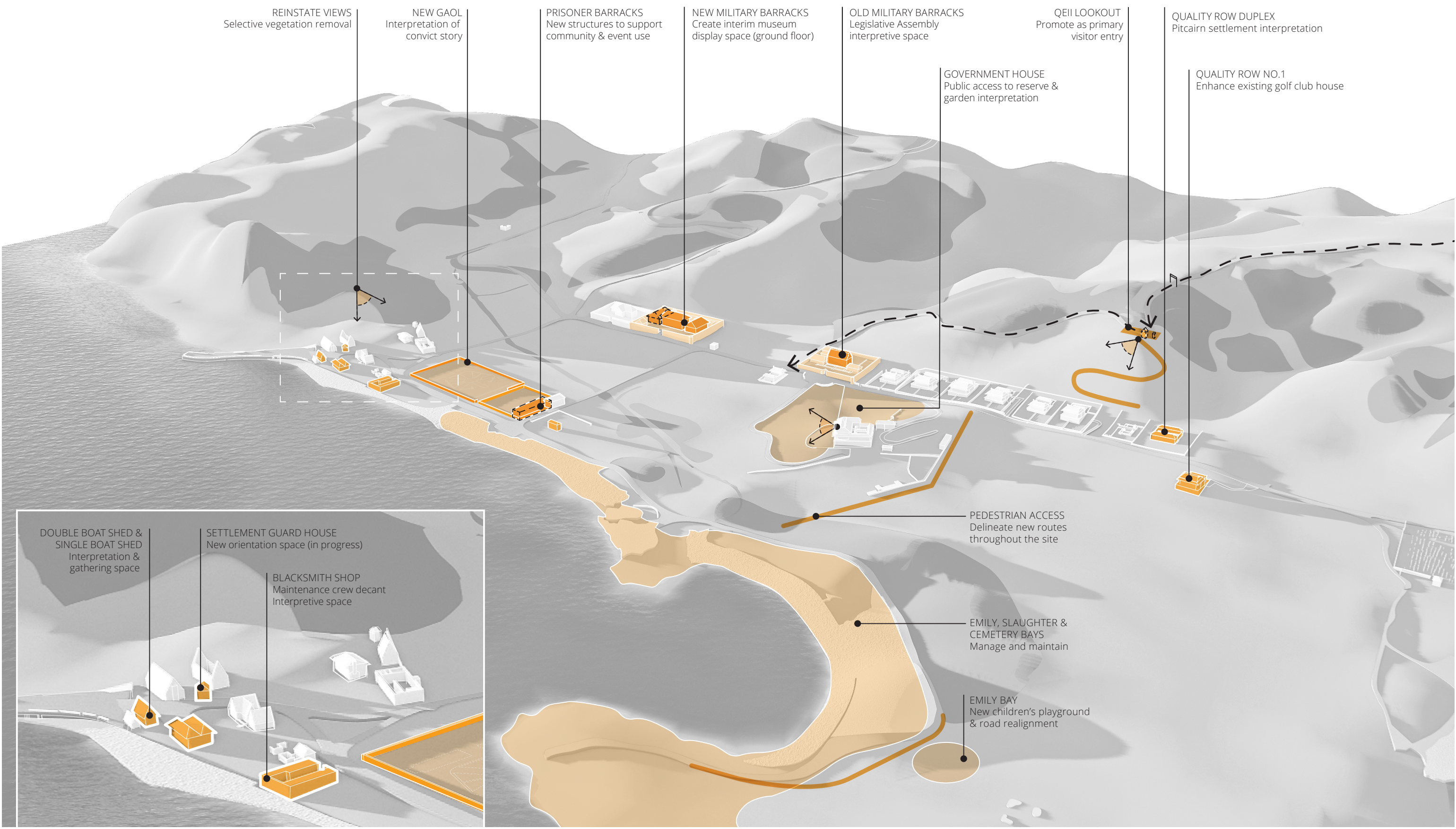











FIGURE 116. IMPLEMENTATION PLAN - IMMEDIATE & SHORT TERM




KEY MOVE	PROJECT	DESCRIPTION	TASK	PRIORITY	TIMING
 	2C-8	INTERPRETATION - LEGISLATIVE ASSEMBLY	Reinstate existing fit-out, provide signage and barriers to facilitate timed access to the Old Military Barracks former Legislative Assembly chambers interpretive space.	MODERATE	2025
 	2C-10	INTERPRETATION - BOAT SHEDS	Develop the Double & Single Boatshed as interpretive space to tell the maritime story of the site including interpretive signage, new glazing doors and ramp for all weather protection while maintaining views and movable furniture for events.	HIGH	2024
	3A	MUSEUM COLLECTION ASSESSMENT	Undertake detailed condition assessment of the collection to establish at risk items and immediate strategy for conservation.	HIGH	2024
  	3B, 3C, 4C	PURPOSE DESIGNED STORAGE FACILITY MULTI WINGED MUSEUM PRECINCT INTERPRETATION CENTRE	<p>The assessment should provide for the Collection Store and Interpretation Centre and museum, a Functional Brief, site concept plan, market testing and community consultation. high level development costings, visitation and financial forecasts, high level cultural, environmental and view field comparative issues identification, high level economic impact assessment, and recommendations on whether to proceed at all and if so with which option and why.</p> <p>The Business Case should refine the Functional Brief(s) and site concept plan, produce a floor plan and cross section / render(s) critical to describing the proposal, staging plan, development costing, refined visitation and financial forecasts, high level social impact assessment, economic impact assessment, risk analysis, procurement strategy and communications plan.</p>	HIGH	2023-24
	4A	PREFERRED VISITOR ENTRY	Prepare a sign plan for new signs and sign removal. Produce and install directional signs from multiple roads to the Rooty Hill route. Remove other directional signs to Kingston. Install exit signs to Burnt Pine via Country Road.	MODERATE	2024
 	4B	VEHICLE MANAGEMENT	Install permanent vehicle and pedestrian counters at strategic entry points, supported by observations to identify average number of people in each vehicle and average repeat visitation in a given day, to generate an estimate of actual visitation. Section 5.3 provides an example of a suitable radar-based vehicle counter.	MODERATE	2023-24
  	4C	PEDESTRIAN ROUTES	Create a short and longer route that has a logical sequence. Incorporate directional signage.	MODERATE	2024
 	5A	GOLF CLUB UPGRADES	Identify and evaluate options for the adaptation that balances maximum market appeal and operational practicalities with minimising heritage impacts and disruptions to golf course and cemetery operations. Prepare cost estimate for works, forecasts for operations and a heritage impact assessment for works.	MODERATE	2024

KEY MOVE	PROJECT	DESCRIPTION	TASK	PRIORITY	TIMING
	5B	FOOD & BEVERAGE	<p>Prepare an EOI for food and beverage providers in Kingston and seek proposals from interested operators.</p> <p>Based on positive responses from the EOI, prepare a scope of work and plans for adaptation and fit-out. Prepare a heritage impact assessment and refine proposal. Undertake construction and fit-out works.</p>	MODERATE	2024-25
	5C	ACCOMMODATION ON SITE	Identify and evaluate options for the adaptation that balances maximum market appeal and operational practicalities with minimising heritage impacts and disruptions to golf course and cemetery operations. Prepare cost estimate for works, forecasts for operations and a heritage impact assessment for works.	MODERATE	2024
	6B	NATURAL SYSTEM MAINTENANCE	Develop a strategy and program for management of the landscape of Emily, Cemetery and Slaughter Bays.	MODERATE	2025
	6D	PROTECTION OF BUILT HERITAGE	Undertake landscape work to the perimeter of buildings as part of various building projects.	MODERATE	2025 - ONGOING
	6E	PLANTATION MANAGEMENT	Develop a strategy and program for plantation management.	HIGH	2025
	6F	VISUAL LINKS	Undertake selective vegetation removal to reinstate visual links.	MODERATE	2024

5.1.2 Medium Term Plan (2-5 years)

Implementation which can take place in the medium term include:

- Works required to support museum collection management, conservation and display
- New design and construction of museum spaces within the New Military Barracks
- New commercial leases and fit-outs for cafe/wine bar and accommodation

KEY MOVE	PROJECT	DESCRIPTION	TASK	PRIORITY	TIMING
	2C-1, 6A	INTERPRETATION - AGRICULTURAL LANDSCAPE	Design, consult and establish designated agricultural landscape zones with new planting and interpretation signage.	LOW	2026
	3C	DECANT EXISTING MUSEUMS	Decant Commissariat Store, Pier Store and Research Centre Museum collection and display. Decant administrative staff in New Military Barracks.	HIGH	2025
		NEW MILITARY BARRACKS ADAPTIVE REUSE	Using the new conservation works area and restructured museums staffing and trained volunteer base, commence conservation work on priority objects.	HIGH	2025
			Design, consult and construct upgraded services, new extension and fit-out for museum use in the New Military Barracks.	HIGH	2026-28
			Refit and reuse officer's mess as a research and education centre to support new museum site.	MODERATE	2026-28
			Refit and reuse former museum buildings including the REO building and Protestant chapel for community uses.	MODERATE	2029
	5C	QUALITY ROW GUEST HOUSES	Prepare an EOI that describes the proposed accommodation and business and seek proposals from interested operators.	MODERATE	2026
	6C	GOLF COURSE WILDING	Design, consult and undertake landscaping work to 'wild' the golf course.	LOW	2026

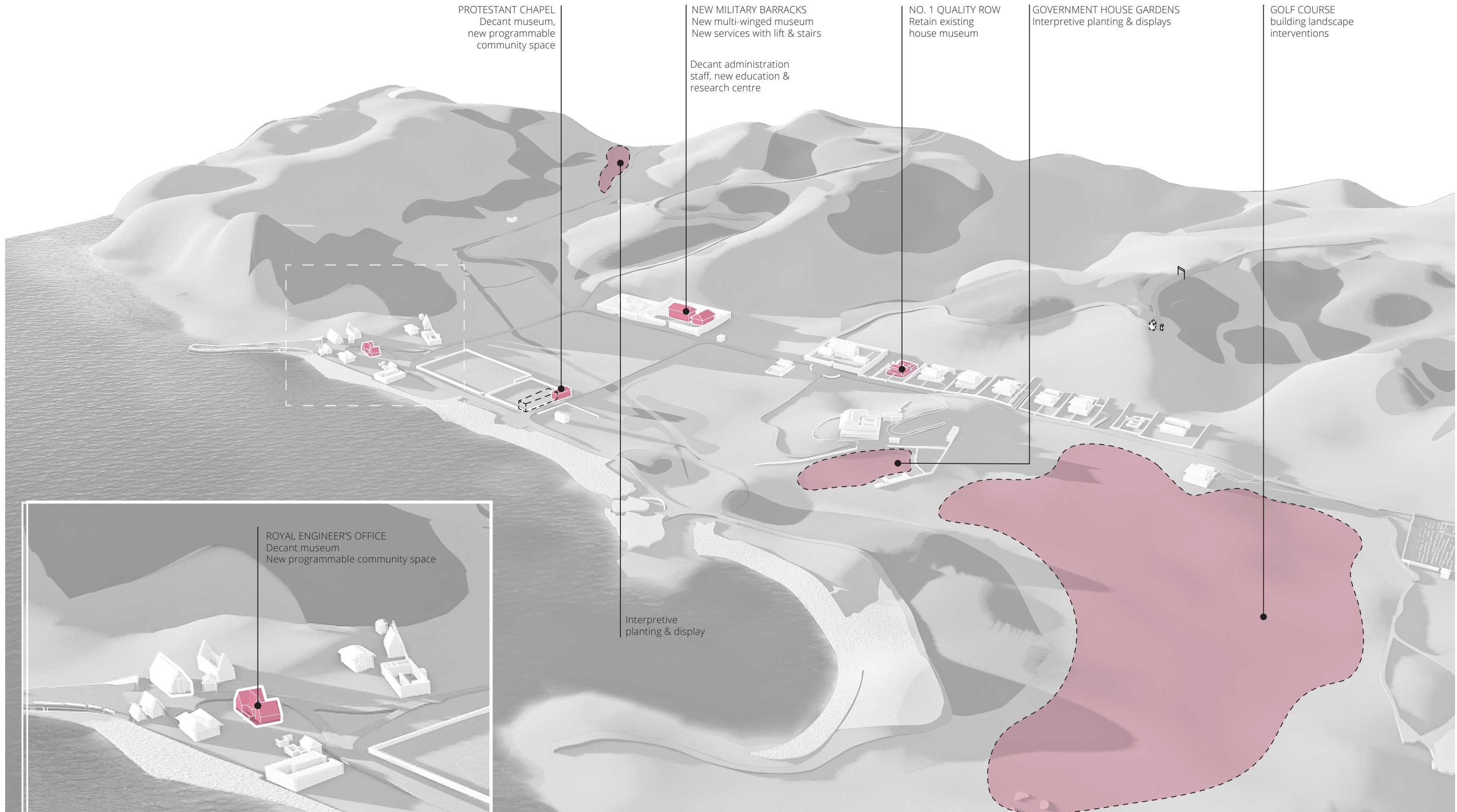










FIGURE 117. IMPLEMENTATION PLAN - MEDIUM TERM

5.1.3 Long Term Plan (5-10 years)

Implementation which will require long term planning include:

- Purpose-built collection store
- Crank Mill interpretive structure
- New site programs including enhanced conservation

KEY MOVE	PROJECT	DESCRIPTION	TASK	PRIORITY	TIMING
	2C-3	INTERPRETATION - CRANK MILL	New interpretive structure including roof, flooring and crankmill mechanism with interpretive signage. Consider supporting soundscape and audio visual displays.	MODERATE	2029
  	3B, 4C	COLLECTION STORE	Proceed on the basis of the feasibility assessment and business case. Process will probably include detailed design, heritage and environmental impact assessment, finalisation of design, detailed cost estimation, construction, display production, fit-out, moving Sirius collection and movable heritage collection, preopening training, launch.	HIGH	2027-29
  	3C	NEW MUSEUM PROGRAMS	Develop a targeted marketing program to Brisbane and Sydney museums to come and stay on site and assist with archival research and movable heritage conservation.	LOW	2030
			Maintain the current government allowance for operating the museums and movable heritage collection (see "Museum Collection and Experience" on page 74). Use some of the increased gross profit from the museum and Collection Store and Interpretation Centre to employ additional staff and thereby reduce the pressure on existing staff, and to provide training for conservation works, digitisation and related work.	LOW	2030
	5C	QUALITY ROW	Proceed on basis of feasibility recommendations and approval conditions.	MODERATE	2030

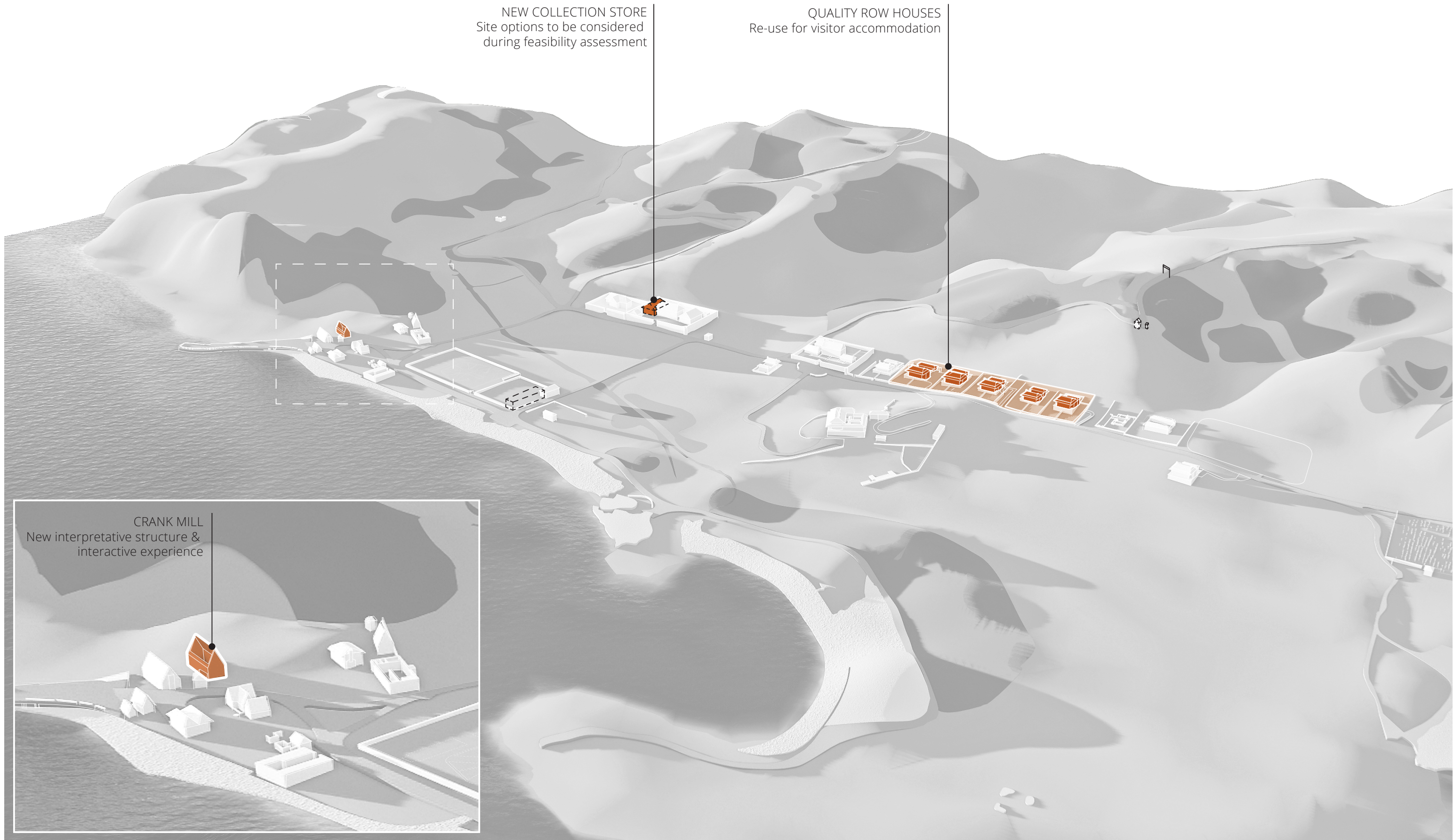
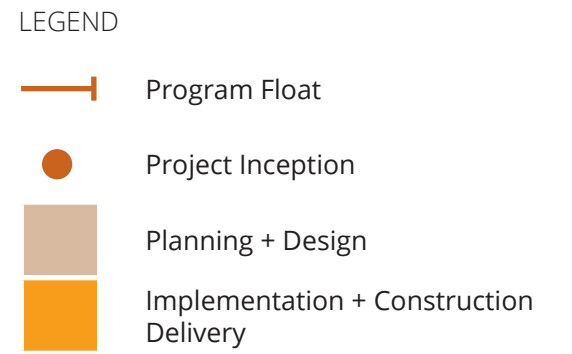
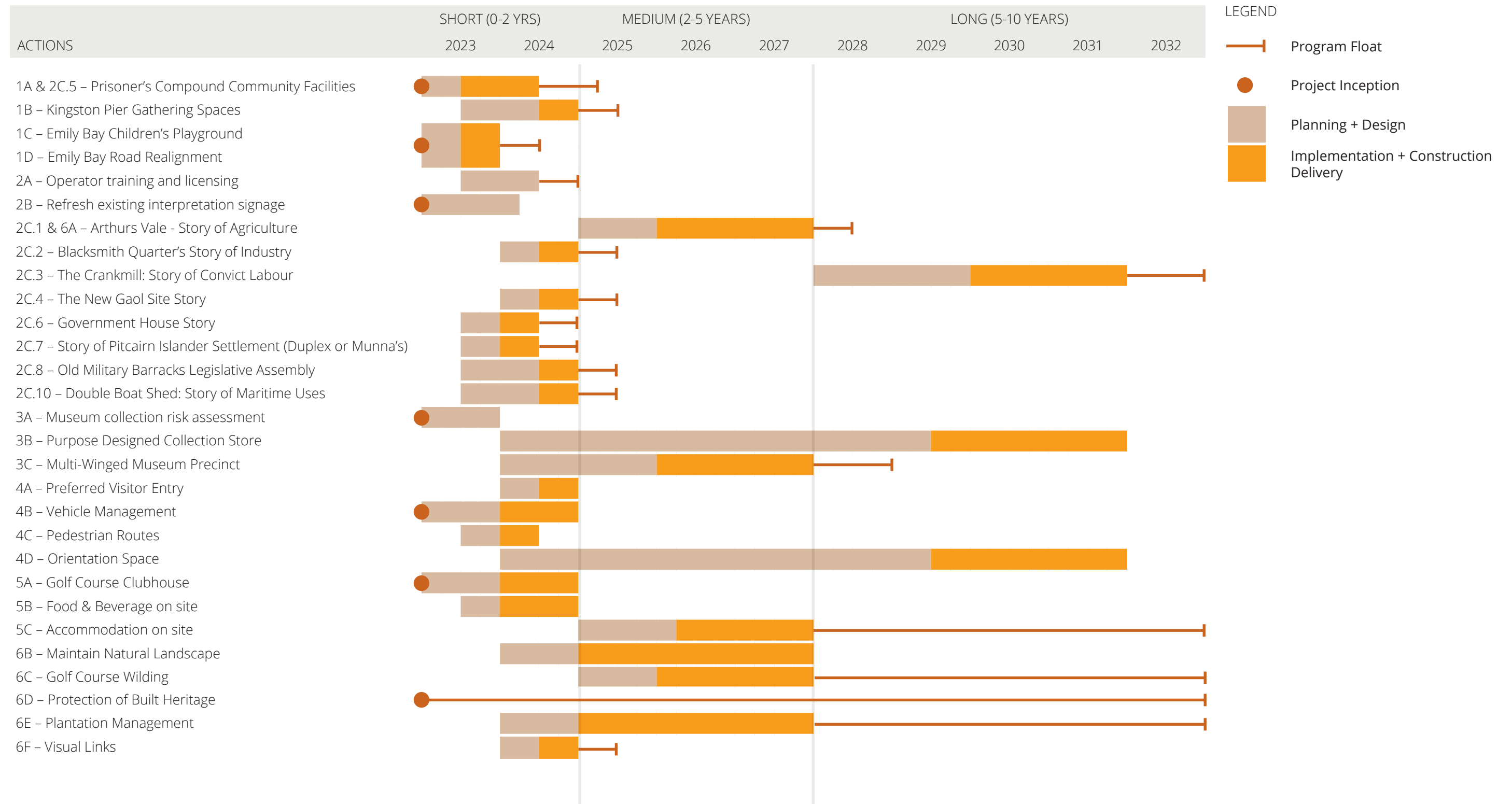


FIGURE 118. IMPLEMENTATION PLAN - LONG TERM

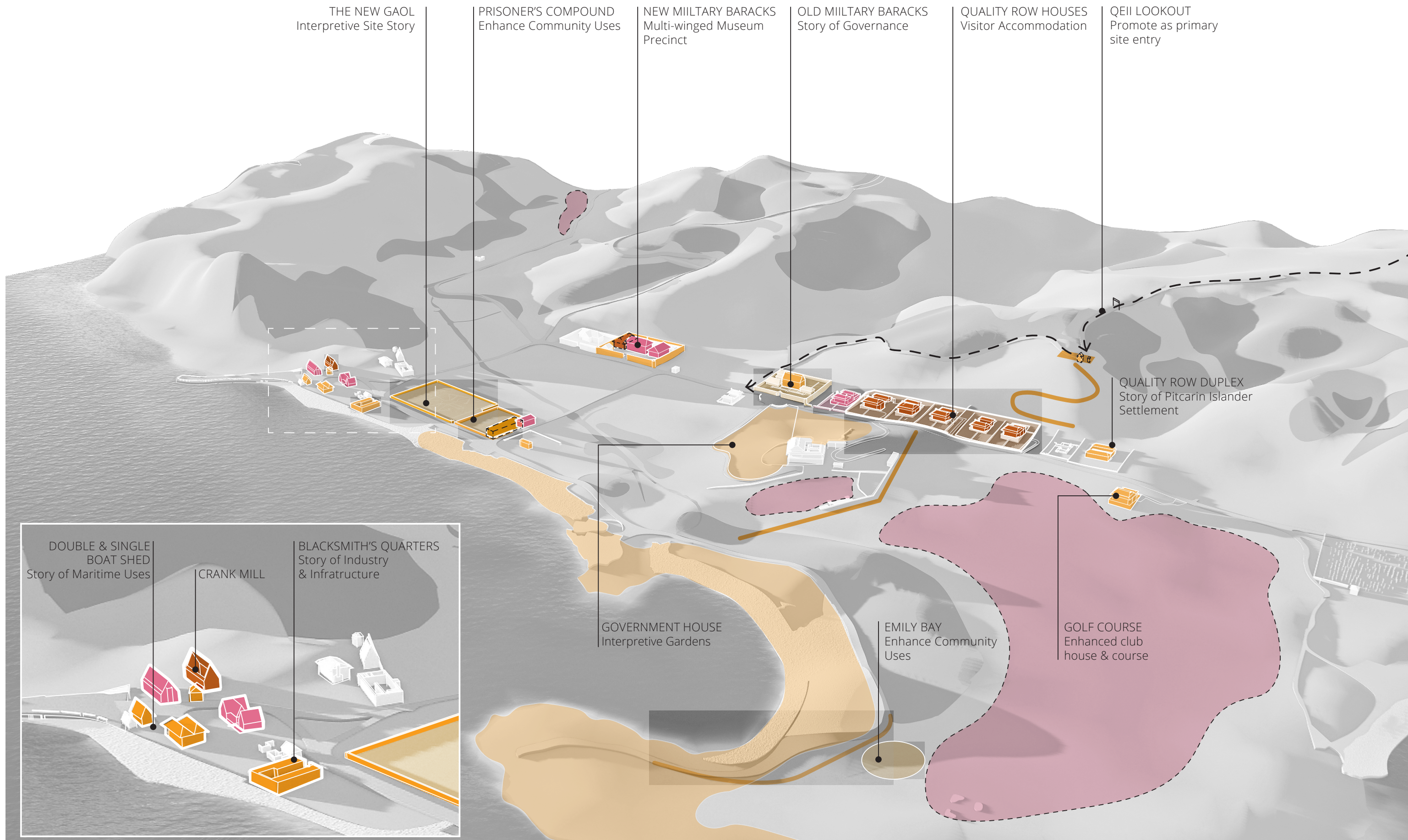
5.1.4 Consolidated Plan



Implementation Plan
Next 0-10 Years Combined

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- 2
- 3
- 4
- 5
- 6

FIGURE 119. IMPLEMENTATION PLAN - COMPLETE





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Tract



Prepared for Australian Government, Department
of Infrastructure, Transport, Regional Development,
Communications and the Arts