

# DEVELOPMENT OF A MASTERPLAN FOR KINGSTON AND ARTHUR'S VALE HISTORIC AREA (KAVHA)

## CONCEPTS FROM PUBLIC CONSULTATION



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## EXECUTIVE SUMMARY

### Background

The Kingston and Arthur's Vale Historic Area (KAVHA), on Norfolk Island, is internationally recognised through its National and World Heritage listing for its picturesque character, historic associations, outstanding Georgian buildings and townscape, and evocative ruins. The site contributes to the life, identity and culture of the Norfolk Island community and the wider Australian community.

KAVHA was included on the National Heritage List on 1 August 2007 and granted UNESCO World Heritage status in July 2010 as one of 11 historic sites that form the Australian Convict Sites World Heritage Property.

The Department of Infrastructure, Regional Development and Cities is seeking to develop a Masterplan for KAVHA.

This first phase of the project involved establishing of concepts from public consultation for further analysis and review which are presented in this report.

### Brief

The project brief defines the following objectives:

- Promoting economic development on Norfolk Island;
- Providing a sustainable revenue stream for KAVHA: such as proposing efficient, non-intrusive, methods for imposing (non-resident) site entry charges, considering mechanisms for those commercial operators who currently use the site to contribute to its ongoing maintenance and care, and other opportunities for private sector involvement in the site;
- Improving the capacity of the site to manage the expected increase in cruise ship arrivals to Norfolk Island once the refurbishment of Cascade Pier is completed in late 2017;
- Conserving the site's significant heritage values;
- Improving the quality and range of authentic experiences for visitors;
- Ensuring KAVHA remains relevant and accessible to the local community; and
- Examining options to utilise buildings on the site for commercial, not for profit and community purposes.

### Methodology

The following process was adopted in the undertaking of this project:

- An inception meeting was held with the Department of Infrastructure, Regional Development and Cities to clarify milestones, expectations and timing as well as to refine the study method.
- Existing information was reviewed (refer Section 1.5.2 for a list).
- Additional information was obtained through research and consultations (refer Section 1.5.3).
- The demand for visits to the site by tourists including passengers from cruise ships and visitors who fly to the Island was assessed and included information on the likely characteristics of those tourists.
- Potential additional uses of the KAVHA site for tourism related purposes were identified.
- A brief discussion paper was prepared to assist and focus the consultation process (refer Attachment E). particularly:
  - Enhancing community access to KAVHA;
  - Improving visitor experiences, amenity and economic returns;
  - Heritage Conservation; and
  - Landscape and natural values.



- Consultation was undertaken with stakeholders through:
  - wide distribution of the discussion paper and an open invitation to contribute to the process;
  - Consultation on Norfolk Island by Eric Martin AM and Clare Wall with residents, government, businesses and organisations on the Island and tourists visiting the Island. This consultation took the form of face to face meetings with individuals and groups, an open public meeting and a paper/online survey of residents and tourists.
- The initial draft report was provided to the KAVHA Advisory Committee for comment. The Committee stressed the importance of maintaining heritage values as the basis for future site planning.

## Consultations

The consultation has generated a wide range of suggestions to resolve existing issues, improve facilities or operations or to enable KAVHA to take up new initiatives or expand on its potential. It would not be possible to fund all of the initiatives identified through the consultation, and many proposals will require more detailed analysis of their economic, heritage and community impacts. Suggestions have therefore been provided on initiatives which could commence in the short term, while planning and assessment of other longer-term options are undertaken and business cases developed to secure funding.

The suggestions put forward in the consultations are outlined in detail in Chapter 3. They are discussed in the following groups:

- KAVHA Management;
- Norfolk Island Community Use;
- Commercial operation;
- Buildings;
- Open Areas; and
- Cruise Ships.

## Priorities

An analysis of the suggestions using the same headings as the consultation chapter are included in Chapter 4. Priorities under infrastructure (mainly short term), further studies and policy development (mainly mid-term), and long term are provided in Chapter 6 and are all illustrated on the precinct plans in Chapter 7.

Based on the consultation undertaken, the following initiatives are recommended to be implemented in the short term (5 years):

### a) Infrastructure

- Commence further development of the Pier area to provide a focus for visitor reception and orientation in the short term (5 years) pending further options development and planning to establish a permanent visitor centre. The likely increase in cruise ship tourism to Norfolk Island within the next five years provides an incentive to improve visitor reception facilities, services and information. Priority activities could include:
  - Provision of food and beverages at the Pier area, including “pop-up” services (inviting expressions of interest). The services provided could be expanded to include, for example, bicycle rental, audio tours, and snorkelling gear;
  - Improved visitor amenities – such as toilets, internet, and barbecues;
  - Relocation of the research library from the Settlement Guardhouse to a more appropriate location within KAVHA. Refurbish the building and provide public access for interpretation;
  - Improved visitor interpretation: commencing with the R.E.O. building, Settlement Guardhouse, Crankmill and Penitentiary. These facilities in combination with the museums on site would sustain visitor interest for the duration of a part-day tour of KAVHA associated with Cruise Ship arrivals;
  - Improved management of parking and traffic management in the Pier Area, including identifying overflow options for peak demand days such as lighterage and cruise ship visits; and



- Improved road surfaces.
- Clarify messages to the community regarding access to the Prisoners Compound for community events to encourage more activities and special events into the area. Some of the possibilities suggested in consultation included Opera in the Compound, lighting shows (Vivid), movie screenings and food festivals.
  - Development of options to upgrade toilet facilities in the compound

#### **b) Further studies and policy development (2022 – 2027)**

Although not directly related to the project's Terms of Reference, there was strong community support expressed in consultations for governance reform of KAVHA, and particularly for the establishment of a separate entity which consolidated all aspects of site management. More detailed information is required on the funding levels necessary to support the new governance structure and sustain heritage values.

To enable the infrastructure to be maintained, ongoing conservation of KAVHA is critical and investigation of services to meet future needs is important. The best means to implement and manage this needs to be clearly established.

The following other priority studies and policies are recommended based on the suggestions identified in the consultation process:

- Commission a detailed feasibility study to develop a permanent Visitor Centre. The study should also explore options for housing museum collections to protect valuable artefacts and enhance their presentation. This study should consider the New Military Barracks (NMB) as one option;
- Finalise a KAVHA Interpretation Plan;
- Undertake detailed analysis to determine the feasibility of establishing Quality Row houses as high end accommodation offerings;
- Undertake detailed consideration of the needs of the Commonwealth's museum collections within KAVHA and consult with custodians of local collections to identify options to better protect, conserve and tell the story of Norfolk Island;
- Develop a site commercialisation policy and define suitable fee structures for tourists and commercial use, and lease or hire by community groups where applicable. It is recommended the policy include:
  - accreditation of KAVHA tour operators and payment of operator fees;
  - options for collecting (non-resident) site entry fees;
  - charging regimes for festivals or events (commercial);
  - discussion of lease details and opportunities including for the Surgeon's Quarters (Lions Club) and No.1 Quality Row and surrounds (Golf Club); and
  - License/lease fees for those providing food and beverage service.
- Analyse best means of interpretation of sites and in museums;
- Investigate use of Old Military Barracks (OMB). Suggestions include continuing to provide Court services, restoring to convict era military barracks and associated interpretation, or housing the Office of the Administrator, Regional Council Meeting Room or Museum of Norfolk Island Administration.
- Consider and confirm possibilities for the Pier Store possibly commercial, conference or other use.
- Commission a Cultural Landscape Management Plan for KAVHA. Elements of the plan could include:
  - a review of previous related reports;
  - a description (including maps where relevant) of:
    - past and present landscape features including plantings, watercourses, landscape modifications, land form changes and paths and routes through the landscape;
    - past and present aesthetic qualities including vistas, view sheds, landscape form, spatial arrangement of features, and landscape patterns;



- historic and contemporary landscape use, key contemporary pressures and natural influences, intrusive landscape elements, and current conservation needs; and
- the significance, condition and sustainability of current landscape qualities and features;
- analysis of opportunities available to remove intrusive landscape elements and/or restore or reconstruct significant landscape elements and surfaces, and significant vistas;
- consideration of the implications of doing so, including risks, costs, labour and ongoing management;
- proposed policies for guiding cultural landscape management at KAVHA; and
- strategies to guide site management and address contemporary pressures and natural influences, including a schedule for priority projects over the next five years relating to:
  - vehicle and pedestrian access;
  - livestock management;
  - site drainage and management of water quality; and
  - vegetation management, including tree plantings.
- Develop a management plan for the Cemetery;
- Subject to an assessment of heritage impacts, undertake consultation to gauge community support for an expansion of the Golf Course if a detailed proposal is brought forward by the Golf Club;
- Should the use of Government House change, then other options could be investigated;
- Investigate how KAVHA remains and archaeological deposits on private leases can be conserved and interpreted for a wider audience;
- Subject to an assessment of heritage impacts, costs, risks and a business case, consider expanded community facilities in KAVHA.

The mid-term is mainly to implement the short term priorities and continue to define details to suit needs. In addition:

- Invite expressions of interest for the Pier Store, and N<sup>o</sup>9 and N<sup>o</sup>11 Quality Row; and
- Demolish Slaughter Bay toilets and expand toilets in Prisoners' Compound, subject to heritage considerations.

### **c) Long term (beyond 2027)**

Other initiatives which were commonly identified in consultations included reconstructing buildings such as N<sup>o</sup> 2/3 Quality Row, the Crank Mill and the Salt House. These proposals could be considered in the longer term subject to the development of detailed proposals with appropriate heritage approvals and the development of a feasible business case. In developing these proposals, it would be important to consider the increased ongoing maintenance implications, risks associated with business failure or other changing circumstances.

### **d) Conclusion**

The opportunity exists to review the operation of KAVHA and this consideration needs to be received with enthusiasm, interest and willingness by all to make it work.

Issues need discussion but sensible outcomes are possible and need to happen if KAVHA is to remain a stimulating experience for visitors, an integral part of the community, a lively place to visit and one that generates wide recognition for its uniqueness as a place to visit and enjoy.

There are a wide number of initiatives that can be implemented in the short term (2017-2022) and some preparatory work that will lead to mid-term work and implementation. These can be planned for implementation in a structured way. Long term initiatives are exploring future options.

Monitoring and review during and following the implementation of any of the proposed new arrangements and initiatives should be undertaken to ensure appropriate modification and incorporation of further changes over time. This report provides a useful starting concept for a longer term Masterplan.





## 1.0 INTRODUCTION

### 1.1 Background

The Kingston and Arthur's Vale Historic Area (KAVHA), on Norfolk Island, is internationally recognised through its National and World Heritage Listing for its picturesque character, historic associations, outstanding Georgian buildings and townscape, and evocative ruins. The site contributes to the life, identity and culture of the Norfolk Island community and the wider Australian community.

KAVHA was included on the National Heritage List on 1 August 2007 and granted UNESCO World Heritage status in July 2010 as one of 11 historic sites that form the Australian Convict Sites World Heritage Property.

The Department of Infrastructure, Regional Development and Cities is seeking to develop a Masterplan for the KAVHA.

The first phase of the project involves the development of concepts with input from community consultation, the results of which are presented in this report.

The full brief for the project is contained in Attachment A. A site plan of the main section of KAVHA is provided in Figure 1. Figure 11 shows the KAVHA boundary and ownership of land.

### 1.2 Authors

This report has been prepared by:

- Eric Martin AM, (Eric Martin & Associates) an architect with over 40 years' experience who has been working on Norfolk Island as architect, heritage consultant and access consultant since 1981;
- Clare Wall, (SGS Economics and Planning) who has considerable experience in the development of strategies through close cooperation with clients and stakeholders and who prepared the Economic Development Strategy for Norfolk Island, and
- Albert Stafford (the Stafford Group) who has undertaken similar projects on the Cook Islands and Lord Howe Island. His company is providing some advice to the NI Tourist Bureau.

### 1.3 Context

KAVHA is on the World Heritage List as one of 11 convict sites in Australia (the Australian Convict Sites World Heritage Property) and has some of the best conserved examples of colonial buildings in Australia. It also has significant heritage values associated with the Pitcairn settlement and ongoing use of the Island. What remains today encompasses archaeological evidence of Polynesian occupation centuries ago, evidence of the first convict settlement (1788-1814) and the core buildings, ruins and archaeological evidence of the second penal settlement (1825-1855) overlain by the subsequent occupation by the Pitcairn Islanders and their descendants.

Tourism is an important element of the Norfolk Island economy. 2015/16 visitor numbers were about 28,000, mainly flown in by the five flights per week and one additional flight per week at peak times from Sydney, Brisbane and New Zealand. It is estimated that this is comprised of 23,000 actual visitors with the balance of 5,000 being locals returning.

It is understood that most current visitors are over 60 years of age.

Apart from the Norfolk Island Museum, which collects entry fees, KAVHA's only current revenue is from Australian Government funding.



## 1.4 Site Management Objectives

The project brief defines the following objectives:

- Promoting economic development on Norfolk Island;
- Providing a sustainable revenue stream for KAVHA: such as proposing efficient, non-intrusive, methods for imposing (non-resident) site entry charges, considering mechanisms for those commercial operators who currently use the site to contribute to its ongoing maintenance and care, and other opportunities for private sector involvement in the site;
- Improving the capacity of the site to manage the expected increase in cruise ship arrivals to Norfolk Island once the refurbishment of Cascade Pier is completed in late 2017;
- Conserving the site's significant heritage values;
- Improving the quality and range of authentic experiences for visitors;
- Ensuring KAVHA remains relevant and accessible to the local community; and
- Examining options to utilise buildings on the site for commercial, not for profit and community purposes.

## 1.5 Methodology

The following process was adopted in the undertaking of this project:

### 1.5.1 Inception Meeting

An inception meeting was held with the Department of Infrastructure, Regional Development and Cities to clarify milestones, expectations and timing as well as to refine the study method.

Specific objectives were to:

- Confirm any implicit requirements or expectations for the study;
- Discuss arrangements for consultations on Norfolk Island;
- Receive any late feedback and contextual information that may assist the project;
- Identify lines of reporting, key contacts and reporting protocols;
- Discuss final format for the report;
- Agree on program.

### 1.5.2 Review of Existing Information

This included:

- GML et al, *Kingston and Arthur's Vale Heritage Area Heritage Management Plan 2016*;
- SGS, *Norfolk Island Economic Development Strategy, 2015*;
- Ashley Fuller & Associates, *A Tourism Strategy for the Kingston and Arthur's Vale Historic Area, 2011*;
- ACIL Tasman, *Norfolk Island Economic Development Report, 2012*;
- Joint Standing Committee on the National Capital and External Territories, *Same Country, Different World, 2014*;
- ANAO, *Audits of the Financial Statements of Australian Government Entities for the period ended 20 June 2015*;
- Deloitte Access Economics, *Norfolk Island Government Business Analysis – Phase two analysis, 2014*;
- EMNI, *Norfolk Island Disaster and Emergency Plan, 2011*;
- Parks Australia, *Norfolk Commonwealth Marine Reserve, Pilot Tourism Project*.



### 1.5.3 Additional Information

Consultation with Carnival Cruise Lines indicated that the company believes it could attract a substantial increase in visitors per year to Norfolk Island with a cruise ship of up to 2,000 people after Cascade Pier is upgraded, and special larger tenders are provided to transport visitors from ship to pier. A lead time of about 18 months is required. Visitors could spend a day on the Island returning to the ship in the late afternoon.

Explorer Cruises and other cruise lines are also potentially interested provided Norfolk Island and KAVHA can provide the experiences desired by their patrons.

Despite the work on Cascade Pier and the new tenders, there remains a risk that the cruise ships will still not be able to transfer passengers to Norfolk Island in bad weather.

Additional air flights can be provided if the demand exists although this would currently depend on the commercial judgement of airline operators. Visitors who fly in tend to stay 7-10 days and enjoy a more relaxed exposure and opportunity to explore the Island. They also spend more money while on the Island.

The following reports were prepared as part of this project:

- *KAVHA HMP 2016*, extracts re Tourism;
- *Interim Tourism Findings for KAVHA*;
- Review of Existing Information;
- Current Building Usage; and
- *Additional Background and Context for KAVHA concept plan*.

### 1.5.4 Assessment of Potential Demand

In undertaking this work SGS and Eric Martin & Associates (EMA) drew on and expanded information collected as part of the SGS development of the Economic Development Strategy for Norfolk Island.

The demand for visits to the site by tourists including passengers from cruise ships and visitors who fly to the Island was assessed and included information on the likely characteristics of those tourists (such as age, income, family circumstances, and country of residence); their likely expenditure patterns; and reasons for visiting the KAVHA site. This information was considered within the constraints on tourist numbers associated with current capacity of aircraft flights in and out of the Island, and current access impediments for cruise ships.

Tourist data from alternate destinations such as Lord Howe Island, Vanuatu and Fiji was also considered as was the substantial recent growth in the South Pacific cruise market.

Information on visitor numbers, experiences and opportunities associated with the Port Arthur site in Tasmania was considered to identify issues of relevance for the KAVHA site.

Work for this report also included identification of the potential impact of external factors, such as movements in the \$A exchange rate, that may impact on the number of tourists who would seek to visit Norfolk Island.

As well as identifying potential ways in which the KAVHA site could be used for tourism-related purposes, information was collected on how the site is currently used by residents of the Island and options for managing potential competing demands. The protection of the heritage of the site will need to be paramount, with consideration also being given to other environmental constraints, and economic and community objectives.



### 1.5.5 Discussion Paper

A brief discussion paper was prepared to assist and focus the consultation process (refer Attachment E).

This paper set the context, provided background information and reference to the research papers (including links); set out the site management objectives (refer Section 1.4); and identified the specific consultation objectives:

- **Enhancing community access to KAVHA**
  1. What are the priority improvements to infrastructure/open space required/desirable to enhance community use and access to the KAVHA site?
  2. Are there new opportunities for the community to engage with the site that could be considered when planning for the future?
  3. Are there appropriate community uses for any, including those currently occupied, of the building assets within KAVHA – what are they/which assets could be used? In what ways could these uses contribute to the other management objectives for KAVHA?
- **Improving visitor experiences, amenity and economic returns**
  1. What are the priorities for improving site orientation for visitors?
  2. What are the priority visitor facilities and amenities, including to accommodate the expected increase in cruise ship passenger arrivals?
  3. Are there alternate uses for the existing assets that may enhance visitor experiences?
  4. What are the new or emerging commercial opportunities that should be planned for?
  5. How can the tourism industry, commercial operators, community organisations and local residents contribute to the ongoing maintenance and care of the site?
- **Heritage Conservation**
  1. What are the major threats or risks to the heritage values of the site perceived by stakeholders – how can these be mitigated?
  2. What are the features of the site that stakeholders are most satisfied with? How can these features be retained while still achieving the other objectives?
- **Landscape and natural values**
  1. What are the values of the setting that stakeholders value the most?
  2. What are the perceived risks to natural values – how might these be mitigated?
  3. Are there other ways/events that could be considered to capitalise on natural and landscape values?

The discussion paper was widely distributed and advertised as part of the consultation process.

### 1.5.6 Consultation with Stakeholders

The primary consultation phase occurred during the visit Norfolk Island by Eric Martin AM and Clare Wall from 29 October 2016 to 4 November 2016. During this period the team consulted widely with residents, government, businesses and organisations on the Island and tourists visiting the Island. This consultation took the form of face to face meetings with individuals and groups, an open public meeting and a paper/online survey of residents and tourists. A number of people have also provided more detailed written submissions to the team

Prior to the visit, people were advised of the visit and were invited to participate via articles published in the Norfolk Islander and Norfolk Island Online and Eric Martin AM rang in to the local radio station during talk back.

During the consultations, the team was based at N<sup>o</sup> 11 Quality Row. This venue was used for scheduled appointments set up prior to and during the visit and as a drop in centre for three afternoons during the week. A public meeting was held on the evening of 3 November at the Paradise Hotel. Several meetings were held at venues requested by others as part of the consultation process. The consultants also did another interview on local radio on Friday 4 November.



The opportunity to provide comments via electronic and paper surveys was kept open until mid-November with questionnaires received till mid-December.

### 1.5.7 Reporting

- **Consultation — summary of comments and suggestions**

A summary of comments and suggestions from the meetings with stakeholders and written/electronic surveys have been documented synthesising the priority needs and issues identified for each of the target groups: commercial operators and the business community, community groups and local residents, and tourists (refer Attachments D and H).

- **Draft Report**

A draft report was prepared drawing on all information collected to put forward suggestions and options for the development of KAVHA. This will include information relevant to business case preparation.

This draft report was circulated to the KAVHA Advisory Committee in February and August 2017.

- **Final Report**

This final report incorporates the feedback provided.

### 1.5.8 Report Format

The report covers an overview of the current situation (Section 2) and then breaks the issues down into a number of specific headings:

- KAVHA Management;
- Norfolk Island Community Use;
- Commercial Operators;
- Buildings;
- Open areas and
- Cruise Ships.

These headings are used to group comments, suggestions and ideas from consultation with the Norfolk Island community (Section 3) which are then analysed (Section 4).

Section 5 considers the HMP and relates this document to individual details of the HMP.

Section 6 references the headings from Sections 3 and 4 but are arranged into three outcome types: Infrastructure (mainly short term), Further Studies and Policy Development (mainly mid-term) and Long Term.

This approach helps to follow through on issues enabling understanding of what was said, what was considered and what is the outcome.

Section 7 consolidates the priorities into precinct plans to collect all the information and present it in a series of spatial plans.

A brief conclusion is provided in Section 8.



### 1.5.9 Acknowledgements

We would like to thank the following people for their assistance in the undertaking of this project:

- Bill Woodruff, a/g Director Contacts and Heritage, Norfolk Island Branch, Local Government and Territories Division, Department of Infrastructure, Regional Development and Cities who guided the project;
- Brian Prince, Commonwealth Heritage Manager, Department of Infrastructure, Regional Development and Cities, who, with participant agreement, sat in on most of the consultation meetings;
- the Norfolk Island community for their participation in the consultation process and contribution of information and ideas;
- Jonathan Snell from the Norfolk Islander and Alison Christian from Norfolk Online for publishing material to let people know the background to the project and promoting the ways Norfolk Islanders could contribute;
- Darlene Snell from Radio Norfolk for allowing Eric Martin AM to speak to the community, promoting the project and letting Norfolk Islanders know how they could contribute and the follow up invitation for Eric Martin AM and Clare Wall to speak about the project while on the Island;
- Duncan Evans for his assistance in making hard copies of the survey available to a wide range of tourists; and
- All the residents and visitors who completed and returned the questionnaires.



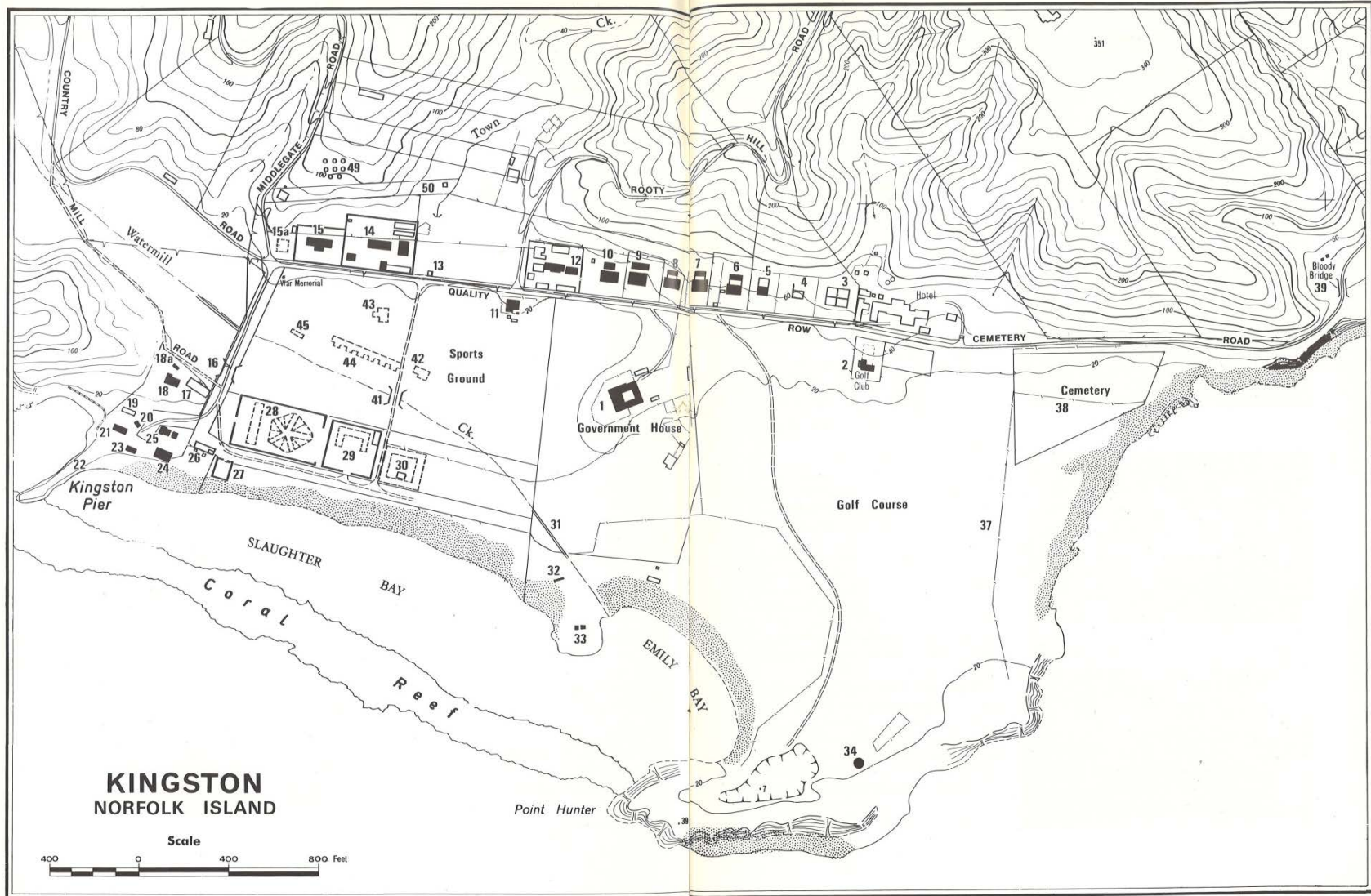


Figure 1: KAVHA Building Location Plan

Source: Australian Council of National Trusts, *The Historic Buildings of Norfolk Island Their Restoration, Preservation and Maintenance*, Halstead Press, Sydney 1971, pp18-19



## LEGEND

No	Building	No	Building
1	Government House	26	Ruins of a row of cottages
2-11	Houses of Quality Row	27	Walled enclosure known as Blacksmiths
2	N <sup>o</sup> 1 Quality Row (Golf Club)	28	Gaol
3	N <sup>o</sup> s 2 and 3 Quality Row	29	Prisoners' Barracks
4	N <sup>o</sup> 4 Quality Row	30	Site of the Lumber Yard
5	N <sup>o</sup> 5 Quality Row	31	Underground drain
6	N <sup>o</sup> 6 Quality Row	32	Lime kiln
7	N <sup>o</sup> 7 Quality Row	33	Salt House
8	N <sup>o</sup> 8 Quality Row	34	Windmill base
9	N <sup>o</sup> 9 Quality Row	35	Not used
10	N <sup>o</sup> 10 Quality Row	36	Not used
11	N <sup>o</sup> 11 Quality Row	37	"Guards' causeway"
12	Old Military Barracks	38	Cemetery
13	"Officers' Bath"	39	"Bloody Bridge"
14	New Military Barracks	40	Not used
15	Commissariat Store Complex (All Saints Church)	41	Bridge near Prisoners' Barracks
15a	House west of All Saints	42	Foundations in the grassed area at the centre of Kingston
16	Bridge, Causeway and retaining wall, near the Hospital Ruins	43	
17	Hospital Ruins	44	
18	Surgeon's Quarters (The Lions Club)	45	
18a	Restored cottage at west end of the Hospital Ruins	46	Not used
19	Crankmill Ruins	47	Watermill ruin, in Arthur's Vale/Watermill Valley
20	Boat store, next to Crankmill	47a	Dam
21	Store at Pier	47b	Ruins west of the Dam, possibly the Miller's house
22	Kingston Pier	48	Small ruins in and above Arthur's Vale/Watermill Valley
23	Small boatshed close to Pier	49	Underground Silos
24	Double boatshed	50	Small ruins behind the parade ground.
25	Engineer's Office and outbuildings		

Source: *Source: Australian Council of National Trusts, The Historic Buildings of Norfolk Island Their Restoration, Preservation and Maintenance, Halstead Press, Sydney 1971, pp10-27*





## 2.0 OVERVIEW OF CURRENT SITUATION

### 2.1 Heritage Management Plan

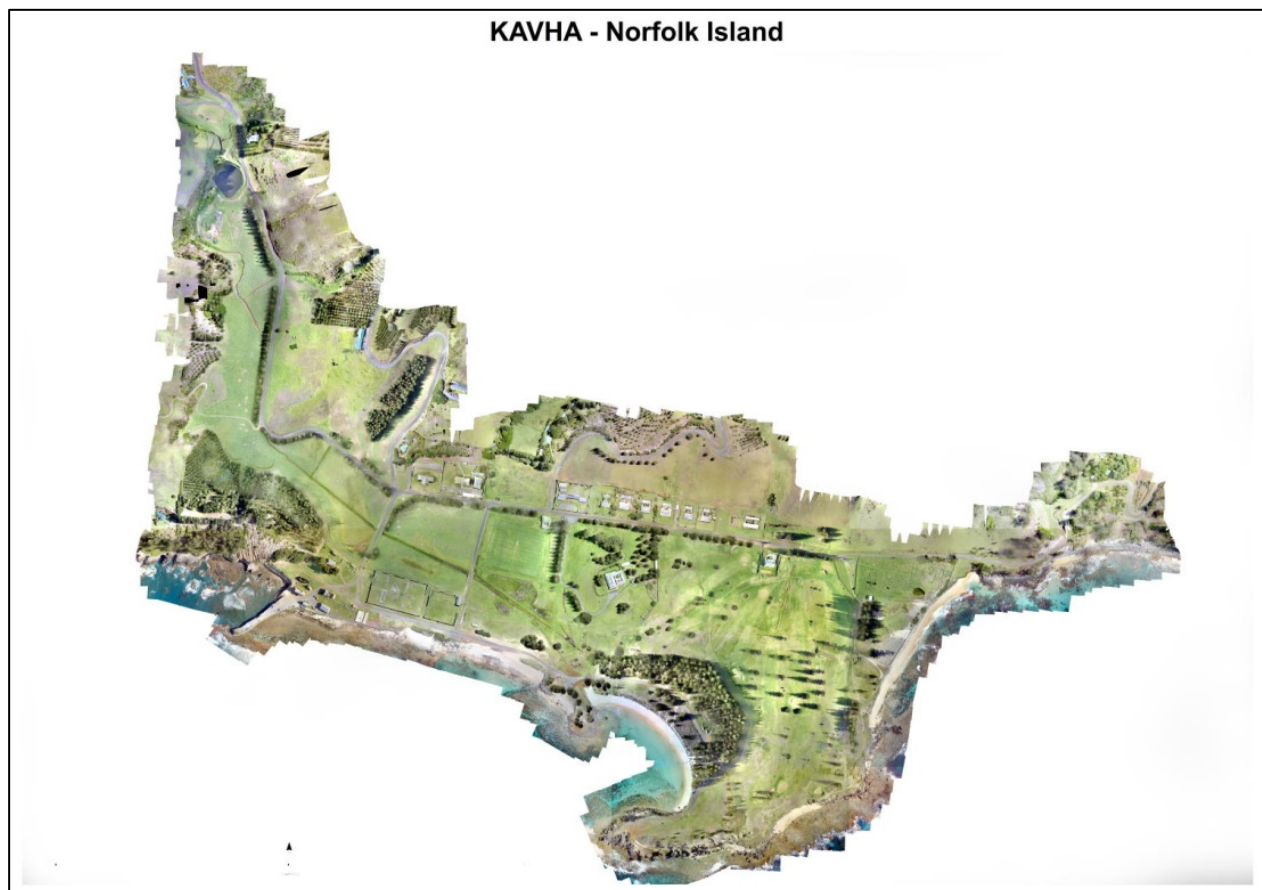
The KAVHA Heritage Management Plan (HMP) was endorsed by the Commonwealth Minister for the Environment in October 2016 and is the primary document guiding the management of KAVHA.

Sections 7.1 and 7.4 of the HMP provided the impetus for this concept document.

- Section 7.1 *Approach to Heritage Management* refers to “...opportunities to extend and improve interpretation for the place” and “... the KAVHA site needs committed action and focus so that heritage values are conserved and transmitted in accordance with the requirements of the World Heritage Convention”.
- Section 7.4 *Sustainable Tourism* states “world heritage properties may support a variety of ongoing and proposed uses that are ecologically and culturally sustainable and which may contribute to the quality of life of communities concerned” and “arrangements should be instigated for the introduction of a direct financial contribution towards the conservation and management of the KAVHA site from all commercial tourism activities”.

These are reinforced in the policies and recommendations in HMP Section 9 (particularly 9.4) and Section 10 (particularly 10.7).

The relationship between the KAVHA HMP and this document are discussed in Section 5 of this document.



**Figure 2: KAVHA**

Source: Department of Infrastructure, Regional Development and Cities, accessed 8 February 2017

## 2.2 Facilities and Use

### 2.2.1 General

The current use of KAVHA facilities is outlined below and the use of individual buildings is included as Attachment G.

The former Norfolk Island Administration has been restructured to be an administration for the Norfolk Island Regional Council and occupies several buildings in NMB. It is planned to relocate Norfolk Island Regional Council administrative offices to Burnt Pine from NMB in the future.

The Office of the Administrator occupies the NMB Officer's Mess.

The ground floor of the OMB main building is still used as a court on a monthly basis but the compound is temporarily occupied by a "tent embassy" of concerned local residents.

Number 11 Quality Row provides office space for the Commonwealth.

Numbers 5 – 8 Quality Row are occupied as residences by Commonwealth Government officers.

The Norfolk Island Museum rent space in the basement of All Saints Church and occupies the Protestant Chapel, Pier Store, Royal Engineer's Office (R.E.O.), Settlement Guard House and Number 10 Quality Row. Number 9 Quality Row is a research centre that tourists can visit to access information on convict era records.

The Works Team has largely disbanded but has an office in the Constable's Quarters (Munna's), a workshop in one bay of the Double Boat Shed and a store in the Blacksmiths Compound.

The Surgeon's Quarters is occupied by the Lions Club.

Number 1 Quality Row is leased by the Golf Club.

There are issues of archaeological sensitivity, health and safety; management and current restrictions (such as use of the Prisoners' Compound, inability to book spaces for weddings) that to some extent reduce the potential to expand the use of some of the current buildings and spaces.

### 2.2.2 Use of the KAVHA site by residents of Norfolk Island

Many of the buildings, spaces, recreational and cultural sites within KAVHA are regularly used by local residents. Of the residents who responded to the survey undertaken as part of this consultancy, 80 per cent indicated that they visited KAVHA on three or more days each week.

Local residents of Norfolk Island refer to the KAVHA area as "downtown", because of its role as the centre for government activities, although some of these have more recently moved to Burnt Pine. For example, the Norfolk Island Regional Council now meets at Burnt Pine. Telecom and social services are already located in Burnt Pine, as are the offices of Border Force and Agriculture.

Emily Beach is a popular location for swimming, and the adjacent campground is used by many local residents as a location for family holidays during the summer. The Emily Beach and Slaughter Bay areas are also used for snorkelling, sailing and surfing. The Salt House area adjacent to Emily Beach is used as a venue for activities such as picnics and as a backdrop for weddings and other celebrations.

The Outriggers Club has around 40 senior members and 20 junior members. There are around another 50 participants. Every Sunday is a "come and try" day, which can attract up to 60 additional participants. The Club mostly uses the lagoon, starting at Emily Bay and going on to Slaughter Bay. The Outriggers Club also holds major events that attract participants from mainland Australia, New Zealand and from other islands.

The sports fields at KAVHA are used for sporting competitions and informal sporting and recreational purposes. Activities such as jazz and music festivals are also held in the area near the old gaol. The KAVHA area is also used by the local community for cultural reasons including



church attendance, activities associated with the war memorial, and for festivals and celebratory events such as Bounty Day and Thanksgiving.

The whole of the KAVHA area is also used by local people for informal recreation activities such as walking and bird watching.

The cemetery at KAVHA has been in continual use from the time of the first convict era settlement in the late 1700s. The tombstones indicate that burials at this cemetery include military personnel and their family members as well as convicts, Pitcairn Islanders and other free settlers. The forebears of many of the current residents of Norfolk Island are buried at this site, and it is still used by current residents for funeral services and burials.

Kingston Pier is a vital part of the supply chain to and from the Island, and plays an important role in maintaining the Island's economy. It is actively used, along with Cascade Pier, for the loading and unloading of cargo. Cargo ships generally have to anchor in the bay, and the loading and unloading of cargo, including food supplies, fuel, passenger vehicles and machinery is labour-intensive and requires the use of smaller boats and cranes. While Cascade Pier provides an alternate access point, both piers are needed to maximize opportunities for the transfer of cargo and cruise ship passengers to and from the Island in different weather conditions. Both piers are also used by smaller fishing and recreational boats.

The R.E.O. café adjacent to Kingston Pier has now closed, but previously provided light refreshments for both Norfolk Island residents and visitors to this area. There is also a workshop in the Double Boatshed adjacent to Kingston Pier, and buildings used for storage of boats.

As noted above, No. 1 Quality Row is used as a club house by the Golf Club. The Club pays a nominal rent of \$300 per year for the club house. The grounds and greens are also within KAVHA and are maintained by the club. The club currently has 137 members, including social members and members who do not live on Norfolk Island. There are around 75 active local members.

There are also around 4 golf tournaments a year. People visit Norfolk Island for these tournaments, including repeat visitors. Cost to visitors of playing golf is \$75 for a week, which is around the market price for similar golf courses elsewhere.

The availability of lunches and refreshments at the Golf Club is advertised on a sandwich board outside the club. The club facilities are not generally used for dinners. The land currently used by the Golf Club was also used for horse races under a previous lease, but this no longer occurs.

The Lions Club has used the Surgeon's Quarters site for club activities for around 50 years, with a short term extension to the lease approved in 2017. As well as using the Surgeon's Quarters as a meeting place, the Lions Club also provides access to this building to the public so that they can see the display of historic photographs. The building has also been made available for other KAVHA-related events.

The Surgeon's Quarters is on the site of the first Government House, and is managed by three trustees.

Private properties within the KAVHA area are used for a variety of purposes including small-scale tourist accommodation and agricultural activities. Cows graze on some parts of "the commons" within KAVHA, but there are cattle grids and other barriers that preclude their access to the most sensitive heritage areas.



## 2.3 Tourists

Visitor numbers in 2016/17 were around 28, 000 delivered by air services. Additional flights are scheduled at peak times. Based on the average length of stay of 7 days, this means that at any one time there are likely to be on average around 500 tourists on the Island who have arrived by air. There are also seasonal peaks.

As part of this project a survey of tourists was conducted, with options to provide online responses or input via a paper copy of the survey form. A total of 53 individual responses was received, with most submitted on paper forms. No cruise ship passengers were able to land on Norfolk Island at the time this survey was conducted, so it is assumed that all of the visitors surveyed had arrived by air. At the time that the survey was conducted there was a golf tournament on the Island, which may have potentially skewed some of the findings. Results obtained included the following;

- 12% of those surveyed were staying on Norfolk Island for two to five days, while the remaining 88% were visiting for six to 14 days.
- 69% of respondents regarded KAVHA as “very important” to the package of tourism offerings on Norfolk Island, and a further 29% regarded KAVHA as “important”.
- 17% of respondents visited KAVHA on two days as part of their stay, and 77% visited KAVHA on 3 days or more.
- 41% visited KAVHA on 3 days or more as part of a tour group, while 32% only visited KAVHA on one day as part of a tour group. This 32% may have visited KAVHA as part of the free half day tour that is included with most accommodation bookings.
- The cemetery, the landscape setting and the museum at No. 10 Quality Row were identified as being of greatest interest to respondents, but other sites and buildings within KAVHA were also highly rated.
- Suggestions for improvements included a better tourist information office, improved access to convict records, better café and restaurant options and improvements to restroom facilities. There were also suggestions for improvements to parking, so that people could take photographs without cars in the way.
- A large number of respondents also commented favourably on the current use of KAVHA by local residents, and indicated that this was an important aspect of the cultural tourism experience.
- There were some comments about the poor quality of roads on the Island in general.

Most visitors are reported as falling into the 60+ age category, although around 45% of respondents to the tourist survey indicated that their major income was from wages, salary or income from self-employment.

For 80% of survey respondents, this was their first visit to Norfolk Island, but 100% of respondents said that they would recommend a visit to Norfolk Island to their friends and family.

## 2.4 Events

Current annual events provide a valuable backbone of key activity that attracts special interest groups to the island. These all have a direct or indirect benefit to or impact on KAVHA as participants will interface with KAVHA to some degree (refer Attachment I).

The survey results indicate that all tourists visited KAVHA at some time during their stay on the Island.



## 2.5 Cascade Wharf and Cruise Ships

Cascade Wharf is currently being upgraded with expected completion late in 2017. New safer tender vessels will also be purchased to enable easier and more reliable transfer of visitors from cruise ships to the Island.

The lead time for cruise ships is 18 months and until the passenger transfer system is working and proven, the increase in cruise ship visitation will be slow. Potential exists for one cruise ship of 2000 passengers per week in peak time and every two weeks at other times. An increase in smaller, more specialized cruises is also possible. This option is discussed further in Section 3 of this report.



Figure 3: Cascade Pier

## 2.7 Administrative Control

The majority of KAVHA is under Commonwealth Government control through the Department of Infrastructure, Regional Development. The Norfolk Island Museum is managed by the Norfolk Island Regional Council.

## 2.8 Maintenance

Conservation and maintenance work on KAVHA is carried out by the Norfolk Island Regional Council Works Team under a Service Delivery Agreement between the Department of Infrastructure, Regional Development and Cities and the Norfolk Island Regional Council. An annual maintenance program is developed by the Commonwealth Heritage Manager and the Norfolk Island Regional Council Works Team Leader. Specialist expertise is sought from external consultants where required.

## 2.9 Capacity

KAVHA has the capacity to take more tourists but this needs careful management to ensure facilities are not put under undue pressure with resultant damage to the site.

Visitor numbers are limited by the available air service capacity, and there are also seasonal fluctuations in demand for airline seats to and from Norfolk Island.

There are some concerns with the possibility of the larger cruise ships arriving on a regular basis and the impact on the Island and KAVHA's capacity to manage this.

Management of visitors from cruise ships will need to be carefully planned, as the arrival of large cruise ships is likely to generate a short term spike in visitor numbers. There will be a need to ensure that overcrowding does not occur at specific sites, and that bottlenecks are avoided.

## 2.10 Other issues

It is noted that the Disaster and Emergency Plan for Norfolk Island 2011 covers the whole island. When updates to this Disaster and Emergency Plans are undertaken, and when related sub plans are prepared or updated, they should consider the impacts of cyclone and tsunami events on KAVHA.



### 3.0 COMMENTS, SUGGESTIONS AND IDEAS FROM CONSULTATION

The following are a collection of comments, ideas and suggestions offered during the consultation phase. We have collated them under various headings.

#### 3.1 KAVHA Management

1. Maintenance of all buildings and archaeological sites is essential for conservation and best visitor experience. These sites are the primary reason many visitors come to the Island.
2. Set up a separate statutory authority to manage all of KAVHA. Do not complicate approval and other processes.
3. Cemetery conservation, archival recording and interpretation are essential and need expansion.



**Figure 4: Cemetery**



**Figure 5: Cemetery**

4. Encourage greater use of the Commissariat Store complex (All Saints Church) and grounds.
5. Charge tourists a fee to enter/use KAVHA or have them pay for value added activities such as merchandise, seeing an audio visual presentation or visiting a museum.
6. Ensure all KAVHA tour operators are accredited to maintain consistency and accuracy of the history/story told.
7. A rental charge for all users of KAVHA.
8. Reconstruction/adaptive reuse of iconic structures such as Salt House, Crank Mill and the Water Mill.
9. Expand interpretation. Do not confuse presentation by locating two signs together. Ensure all aspects are covered.
10. Develop better website for KAVHA with links to the other 10 convict sites in the serial listing and cross promote.
11. Burials should remain free.

### 3.2 Norfolk Island Community Use

1. The Golf Club be permitted to expand to a 12 hole course. The three extra holes could be created by using the reserve to the east of the course and south of the cemetery.
2. Remove restriction on Lions Club lease and enable the use of the Surgeons Quarter's as widely as possible for a modest fee and some return to KAVHA.
3. Increase use of KAVHA by locals with increased opportunities for use of facilities. If this is wanted and will benefit the community, make it work.
4. Expand change facilities at Emily Bay through the addition of an outdoor shower.
5. Provide a small kiosk at Emily Bay.
6. Permit erection of a new shed for outriggers in Emily Bay.
7. Long terms rentals of facilities should be possible.

### 3.3 Commercial Operation

1. Make greater use of Prisoners' Barracks for special and unique events.
2. Expand scope of major/unique events such as:
  - Opera in the Compound
  - Festivals like food festivals
  - Vivid Norfolk Island (illumination of the buildings)
  - Concerts in the Compound
  - Outdoor Movies
  - Ghost tours/possible sleepovers (aimed at school groups).

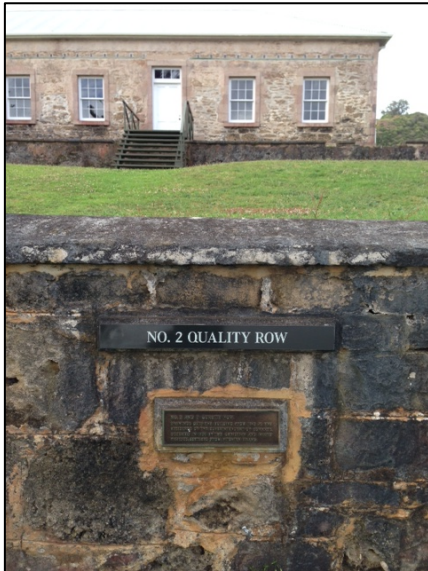


**Figure 6: Prisoners' Compound**

The aim should be to enable events to happen. Insurance issues will need to be resolved at minimum cost.

3. Coffee shop/café possible at R.E.O., N<sup>o</sup> 9 or another site.
4. Encourage and market Norfolk Island as a wedding venue and enable ceremonies/photographs at key locations in KAVHA.
5. Encourage special tourist events/tours such as fish fries, and breakfasts within KAVHA.
6. Use N<sup>o</sup> 9 as a restaurant including full use of kitchen and making better use of the entire house.
7. Promote conservation skills. Include works team activities as part of a tour "Conservation in Action". Hold specialist training workshop akin to that offered at Longford in Tasmania.
8. Establish a bicycle rental to enable easy movement around KAVHA.

### 3.4 Buildings



**Figure 7: No 2 Quality Row**



**Figure 8: No 3 Quality Row**

1. Quality Row Houses N° 5 to N° 8 could be turned into high end/luxury accommodation (subject to feasibility study). They may need some bathroom and kitchen upgrades as many have 1970s fit out.
2. Long term reconstruction of No's 2 and 3 Quality Row as high end/luxury accommodation (subject to a feasibility study).
3. Visitor's Hub/Information Centre as a point of focus and departure of guided/self-guided walking trips and tours, shop to include KAVHA related merchandise and local produce, information centre for KAVHA and possibly a café/restaurant.
4. High end/luxury dinners at Government House if there was a change to current use arrangements. This could be arranged through tour groups.
5. Potential for greater use of the guest wing at Government House. This could be made to work in association with other additional uses of Government House if there was a change to current use arrangements.
6. Convert NMB to accommodation/hotel.
7. Reconstruct Prisoner's Barracks in Compound as accommodation/hotel.
8. Create NMB as a hub for Museums (move from Pier Store) and the information Centre for KAVHA but retain Protestant Chapel (Sirius Museum), Archaeological Museum and N° 10. Transfer the research centre from N° 9 to NMB.
9. Relocate Administrator's office into OMB.
10. Develop OMB as the centre for administration by co-locating the Administrator, the Court and some staff, and possibly the Council Chambers and Mayor's Office.
11. Permit pop up businesses for peak periods/activities.
12. Develop Friends of the Museum [and/or Friends of KAVHA?].



**Figure 9: Quality Row**



13. Set aside space for small conferences and functions such as wedding receptions.
14. Watermill Valley hut could be used as an information centre as it is at the entry to KAVHA.

### 3.5 Open Areas

1. Cattle grazing – suggestions ranged from retaining cattle grazing as currently exists to complete removal of all cattle.
2. Remove contaminants from creek and investigate potential sources from areas outside KAVHA including the treatment facility near airport. Implement measures to ensure no further contamination occurs.
3. Create walking and cycle tracks throughout KAVHA and ensure they are safe and suitable, with consideration given to lighting or night time use.



**Figure 9: Arthur's Vale Ruin**

4. Open up KAVHA ruins on private land with appropriate arrangements eg the silos.
5. Ensure services are and remain in good condition (electrical, data, water, sewer and stormwater).
6. Maintain roads in good condition.
7. Rationalize vehicle traffic and manage parking. Encourage walking and perhaps make bicycles available for rent. Close or limit access to areas where structures are at risk, including the Bounty Street Bridge.
8. Develop a Landscape Management Plan and control location of Norfolk Island Pine and other trees/plantings to enhance heritage values.
9. Extend definition of Bligh Street.
10. All landowners in KAVHA to be charged rates consistent with provisions applying elsewhere on the Island. Any incentives or offsets be toward conserving heritage values such as landscape management and conservation of ruins.
11. Ensure all toilets are in good condition and suitable. Some upgrade is essential. Clearly identify the location of all. Some rationalisation may be possible. [Facilities currently exist at Emily Bay (2 off), Slaughter Bay, Prisoner's Compound, R.E.O. stables (toilet block), the Commissariat Store complex (All Saints Church), NMB, OMB, N<sup>o</sup> 9, N<sup>o</sup> 11 (staff only at N<sup>o</sup> 10, R.E.O. and Cemetery), N<sup>o</sup> 1 Quality Row (Golf Club) and Surgeon's Quarters (Lions Club)].
12. Take care with regard to lighting and the impact on the environment and wildlife.
13. Upgrade Kingston Pier and dredge an access channel.



**Figure 10: R.E.O. Toilets**



**Figure 11: Kingston Pier**

### 3.6 Cruise Ships

1. Cruise ships to be encouraged and steps taken to enable their patrons to easily access the Island's attractions, particularly KAVHA.



## 4.0 ANALYSIS OF SUGGESTIONS

### 4.1 Overview

#### 4.1.1 Principles

In considering the suggestions there is a need to ensure:

- The KAVHA product is geared to the future market or special events.
- Pricing is carefully analysed to meet the market.
- Visitor experience is maximised to ensure a high level of satisfaction and to encourage return trips and promotion by word of mouth. Repeat visitation is low but word of mouth is a strong, cost effective way to attract others.
- KAVHA provides a unique experience. A focus on heritage quality, ability to access more buildings within the site, and interactive experiences will help to bring it alive.
- The needs of tourists are met by the facilities provided.
- KAVHA remains the centre of local community activity and events with use by the community maximised and cultural traditions continued.
- There is a mechanism to capture tourist's expenditure to enable a contribution to the ongoing maintenance of KAVHA.
- KAVHA presents as a living site by being busy with people and activities.
- Activities are encouraged that do not adversely impact on the heritage values of KAVHA or damage the site.
- In taking decisions the criterion applied should be that if it is desirable and does not adversely affect heritage values, then effort should be taken to make it work, especially if it promotes KAVHA and makes a financial return.
- Material is presented in an interactive way as much as possible.

It is also essential that all initiatives need to be monitored and reviewed and incorporate changes if necessary over time.

#### 4.1.2 An Approach

This chapter considers the suggestions made in the consultations on the Island (refer Chapter 3) and the opportunities that arise from the discussions and analysis. Not all suggestions are individually listed, but all have been considered and resolved in the suggestions/recommendations that follow. Suggestions and ideas that have not been taken up are discussed at the end of this chapter.

There is a brief discussion on the detail and issue for each item and a rationale for the suggestion/recommendation made.

The relationship of the suggestions/recommendations to the HMP is discussed in Chapter 5.

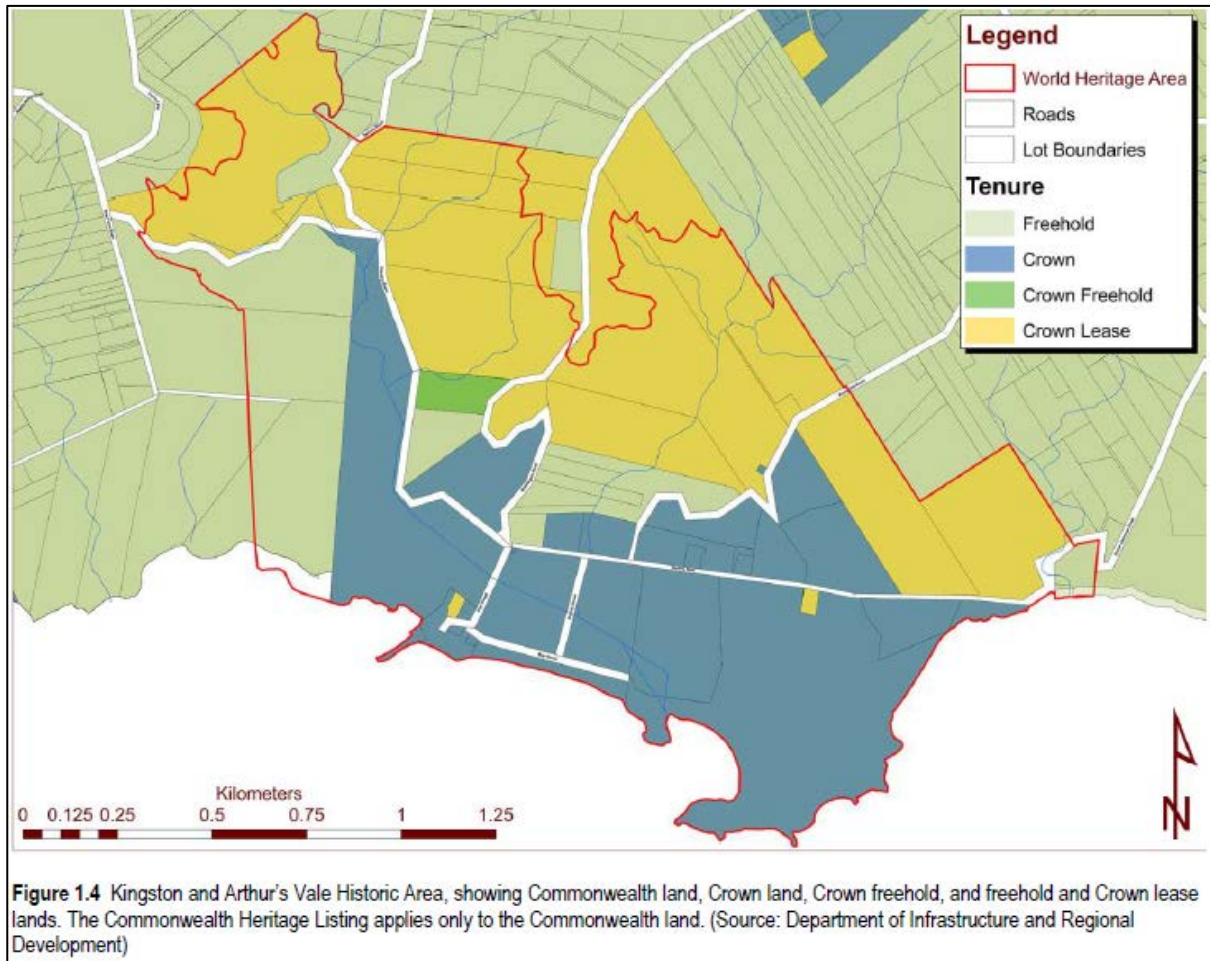
KAVHA is a significant site dominated by convict heritage which needs to be fully interpreted for the benefit of the community and tourists. Conservation activities are aimed at retaining the cultural significance of the site and may include preservation, reconstruction, restoration and adaptive reuse. All these are possible and have been applied at KAVHA. There needs to be an open mind to the possibilities and while certain suggestions have been made in this report, based on our own knowledge and community input, alternatives should not be dismissed if feasible and heritage impact is minimized.



## 4.2 KAVHA Management

### 4.2.1 Administration Structure

The current administration of KAVHA is complex with overlays of different ownership (refer HMP Figure 1.4) and different controls of Commonwealth and Norfolk Island planning and is likely to be made more complex with the consideration of NSW legislation. A single entity to fully administer the area is considered beneficial. A model like the Sydney Harbour Foreshore Authority is worthy of investigation.



**Figure 12: Current ownership**

Source: HMP, 2016, p 7

### 4.2.2 Fees

The fundamental principle of user pays is supported.

The approach is:

- Charge tourists at an appropriate level which enables KAVHA to contribute further to economic development and still makes Norfolk Island a value for money destination;
- Charge commercial operators a commercial fee; and
- Charge community organisations a nominal fee or rent as they provide other direct and indirect benefits.

This approach is common within government and administrative structures in Australia.

Various aspects of fees are discussed below:

1. Charge tourists a fee to contribute to the upkeep of KAVHA or have them pay for value added activities such as merchandise, seeing an audio visual presentation or visiting a museum.

This was widely discussed but given multiple entry points, a toll booth type arrangement is not considered practical. There is no current charge for locals to use KAVHA, and no intention to introduce such a charge in the future.

A possible suitable scenario is:

- Cruise ship patrons could be charged a landing fee as part of their tour cost that goes directly to KAVHA;
- Air passengers (other than NI residents returning to the Island from elsewhere) could be charged an entry fee on arrival, and be provided with a discount entry cost to KAVHA tours or a KAVHA pass;
- Tour operators who specialise in KAVHA tours could be charged for access to KAVHA (not for the half day general island tour which includes a drive through of KAVHA).

As noted above, control of general entry to KAVHA, and implementation of a toll booth type arrangement is not seen as practical.

A hire car surcharge was discussed, but would not capture all visitors to KAVHA.

The exact level of the fee needs separate investigation and a sensitivity analysis as it must balance conservation/needs and not discourage tourists.

2. A rental charge for all commercial users of KAVHA.

This needs to be sensitively handled and will vary due to circumstances. Heritage impact and appropriateness of the use would be key considerations.

- *Commercial use (short-term)*  
Commercial fee (such as charging for use of a specific venue for a wedding).
- *Commercial use (long-term)*  
Leasing fee (commercial)
- *Special event*  
Commercial fee.

3. Charge community groups a nominal charge for hire or lease of KAVHA buildings

4. Burials should remain free.

This is a strong community tradition and should continue.

#### 4.2.3 Accreditation

It is critical that the interpretative information is accurate, interesting and consistent to maintain the standards of a World Heritage Site. To achieve this all tour operations within KAVHA should be undertaken by accredited tour leaders. Accreditation needs to include management of tourists as well as information about KAVHA.

Management control of this needs to be defined and will need to be resolved by KAVHA management.

#### 4.2.4 Facilities

KAVHA currently lacks a focal point for the telling of the KAVHA story. It currently appears fragmented with isolated museums, elements and a lack of coordination. This is made more critical with the changes in use and occupation of KAVHA and increased vacancies in the New and Old Military Barracks.

This could be rectified through the creation of a tourist hub based around a main museum which includes:



- A café and/or restaurant;
- Research centre;
- A starting point for tours/walks/bicycle hire and bicycle tours;
- Bookshop/shop/local goods retail outlet.

The hub needs to be central with parking.

In the immediate timeframe the R.E.O., Pier Store Museum and Settlement Guardhouse should continue as the main visitor contact point while the NMB or other possibilities are considered further.

Refer Section 4.5.2 for further details

**4.2.5 Maintenance**

Maintenance of heritage sites is essential and appropriate maintenance of World Heritage Sites is an obligation under international agreements. The maintenance in 2016 has not been as extensive as in previous years and needs to be returned to adequate levels. This applies to all aspects of the site including buildings, grounds, services, ruins and monuments (cemetery), archaeological remains and objects.

There needs to be a skilled team for ongoing conservation with core trades including painting, render repair, carpentry, grounds and direct access to electrical and plumbing trades.

Size and funding to be suitable for needs.

Cemetery conservation is also essential including the archival recording and interpretation. An updated and consolidated management plan would be desirable.



**Figure 13: Cemetery**

**4.2.6 Reconstruction**

At present there is no strong argument for reconstruction of any building or item. However, in the long term, and subject to a sound business case, some could be considered.

In the short term all sites need to be adequately interpreted. Refer Section 4.2.7.



**Figure 15: Crank Mill**



#### 4.2.7 Presentation/Interpretation

Presentation will aim to excite tourists/visitors and leave them with an indelible and favourable impression. This will encourage word-of-mouth communication and create KAVHA as a “must see” destination which will build further visitors.

Technology offers great opportunity to ensure the tourist/visitor experience is improved and the varying individual needs are met. The level and detail that one visitor requires is different to that of another. The increased use of technology will improve the ability to meet both ends of the spectrum, enabling the detailed oriented tourist to “drill down” for further information. Currency and correctness of information remains essential.

A KAVHA website needs to be developed, established and kept up to date as an active and essential interpretative tool. The web site should be linked to the other Australian convict sites in the serial listing.

All material presented in the Museum and around the site to be the latest in interactive intelligence, with equipment on hire at the hub. Consideration will need to be given to internet access, cost and service quality.

Interpretation should be extended to every building, even if adaptively reused as each contributes to the story of KAVHA. There is potential to enhance visitor experience by interpretation and this needs to be fully developed in a detailed interpretation plan with some items actioned as soon as practically possible.

#### 4.2.8 The Commissariat Store Complex

All Saints Church is in a unique situation as it is not owned by the Commonwealth, however, it is part of the KAVHA site and it is essential to understanding the site.



Figure 14: Interpretation Panel



Figure 15: The Commissariat Store complex  
(All Saints Church)

### 4.3 Norfolk Island Community Use

#### 4.3.1 Overview

Ongoing and extended community use of “downtown” is essential as this will engender daily activity and can be an extension of the interpretation/presentation of KAVHA with interaction between Norfolk Island daily life and tourists. Longer term rentals of buildings and sites, including greater use of facilities, could be encouraged where the use is considered appropriate. Adaptive reuse could also be considered, providing heritage values are protected.

#### 4.3.2 Surgeon’s Quarters (currently used by the Lions Club)



Figure 16: Surgeon’s Quarters (Lions Club)



Figure 17: Surgeon’s Quarters (Lions Club)

It is considered that not all buildings can, or should, be museums and that other active uses are important. This can also integrate KAVHA into Norfolk Island community life. For example, the current use of the Surgeon’s Quarters by the Lions club is a suitable use. However, greater use of this facility by other community groups could be encouraged. It has a small kitchen and toilets so is suitable for a range of activities including meetings, dinners and functions. The current lease may need modification to enable greater use of the facility.

Use by local community groups could be at a nominal rental in line with the approach outlined at 4.2.2.

The photographic collections currently stored in the Surgeon’s Quarters needs further consideration such as how it may fit into the museums, and safety of the collection if the building is used more widely and other storage and access options. The collection should be digitised.



**4.3.3 N° 1 Quality Row (currently used by the Golf Club)**

As a similar case to the Surgeon’s Quarters (refer Section 4.3.2), the current lease is considered reasonable but facilities could have greater use. It has a kitchen (in need of upgrade) and toilets so is suitable for a range of activities including meetings, dinners and functions. This facility could be promoted more widely. The current lease may need modification to enable greater use of the facility.

Use by local community groups could be at a nominal rental in line with the approach outlined at 4.2.2

The potential to expand the golf links to 12 holes is possible as it is a suitable use a. Any business case for such an expansion should only be supported if it creates a positive financial outcome for KAVHA with no adverse heritage or social impact.



**Figure 18: N° 1 Quality Row**

**4.3.4 Emily Bay**



**Figure 19: Emily Bay**



**Figure 20: Emily Bay Swimming Beach**

Some expanded community facilities are supported. These could include:

- External shower to the toilets at Emily Bay;
- Improvements to the picnic area at Point Hunter
- Set back parking at Point Hunter

The facilities will need to be sympathetically designed not to adversely affect the heritage values and not be too extensive. They need to suit community use on an ongoing basis.

Other facilities could be considered provided they are at the user’s cost with a nominal rental for community groups. Any commercial use is to be at commercial rates. This could include:

- Storage shed for outriggers boats; and
- Small kiosk.



**Figure 21: Outriggers**



## 4.4 Commercial Operations

### 4.4.1 Overview

Appropriate commercial operations should be encouraged and all reasonable steps undertaken to ensure they are possible. What the market can afford will need careful consideration.

Making each commercial venture viable will be critical and consideration also needs to be given to an integrated and overarching approach considering a greater number of tourists to the Island, greater use by the local community and higher visitation to KAVHA by everyone.

Some aspects have been separately mentioned in Sections 4.2.4, 4.3.2 Surgeon's Quarters (Lions Club), 4.3.3 N<sup>o</sup> 1 Quality Row (Golf Club), 4.5.2 and 4.5.5 Museum, café, shops, tours, research centre, and cycle tours.

All should be operated on a commercial basis and provide a financial return to KAVHA but not compromise heritage values. Use should also work within the KAVHA interpretation Plan (refer Section 4.2.7).

### 4.4.2 Events/Activities

#### *The Prisoners Compound*

The Prisoners Compound has been used in the past for major events and this can continue. The archaeological deposit is generally well covered so current use of the compound is unlikely to affect the heritage values.

Permanent marquee fixing points could be established if required after an assessment and possible excavation.

To further cater for events in the Prisoners Compound additional toilets may need to be provided. These could be unobtrusively designed with minimal impact. This could then mean the Slaughter Bay toilets could be removed which would be a positive outcome (refer also Section 4.5.8).

Iconic events that could be promoted include:

- Opera in the Compound;
- Festivals such as food festivals;
- Concerts in the Compound;
- Outdoor Movies.

Other opportunities for KAVHA could include:

- Vivid Norfolk Island (illumination of the buildings);
- Ghost tours/possible sleepovers (aimed at school groups);
- Weddings in and around KAVHA;
- Regular venue for tour operators such as fish fries, breakfasts and evening al fresco dinners;
- Commercial product advertising.

These could expand commercial return to KAVHA and increase tourism opportunities and be part of the Interpretation Plan. The location for such opportunities needs to be carefully considered.

Heritage impact of converting the Barracks in the Prisoner's Compound to a hotel or other type of accommodation is considered to be too high.

#### *Other Facilities*

- Use N<sup>o</sup> 9 Quality Row as a fully catered restaurant including the house and annexe as it has a commercial kitchen and is accessible. Some toilet upgrading may be required. Alternatively, the kitchen could be relocated and the house considered in the same context as N<sup>os</sup> 5 – 8 Quality Row.



- The R.E.O. could be a small pier area café/coffee shop once the final decision on the Museum Hub is resolved.
- Small conferences to be encouraged and facilities in KAVHA made available – possibly in the Pier Store once the future structure and location of museums is resolved. The potential for a licensed venue serving food and drink in the Pier area, with a view over the bay and outdoor seating was specifically mentioned as a potential commercial opportunity. The Pier Store may be capable of some adaptation including improved access and a lift.



Figure 22: N° 9 Quality Row



Figure 23: Pier Store

Source: EMA 2009



Figure 24: R.E.O.



Figure 25: Salt House

### Specialist Activities

- Conservation skills at work – a special tour and some limited hands on opportunities for anyone to closely observe the works team in action, have them explain what is being done and why would present a unique opportunity. This would need to be part of the employment contract of the works team and OH&S carefully considered.

## 4.5 Buildings

### 4.5.1 Overview

There have been changing dynamics affecting KAVHA over the past few years but there is now an opportunity to reassess use of the various buildings and identify the best integrated use considering demand and opportunities, plus interpretation and adaptive reuse. There may be opportunities to restore original interiors as part of the new use and interpret sites better.

The Kingston Wharf (landing place) has a natural focus but many facilities are limited in size and capacity. There is a need for a place to provide a hub and focus (refer Section 4.2.4) and the pier area is not the best location to meet capacity, demand, parking or environmental conditions. However, it can continue as the focus while feasibility of the NMB or other sites are considered.



#### 4.5.2 New Military Barracks (NMB)

The NMB has the largest building in KAVHA and as the largest complex has good potential to become the visitor centre. It could include the main museum, café, research centre, tour starting point, bicycle hire, shop and retail outlet for local products. It is in the centre of KAVHA and within walking distance of all the museums and the pier area. This becomes critical in managing larger numbers of tourists.

There is parking at the rear of the complex and the main building is accessible for people with disabilities to the ground floor. A lift will be required to enable access to the first floor. Consideration of the impact of a lift on the heritage values of the building will be needed.

Integration of services and meeting Codes and Standards should be possible with careful consideration so heritage values are not adversely affected.

The buildings in the compound can include a number of functions and can be opened up as the originally designed barracks and used in a variety of ways.

The Officer's Mess could be taken over for associated functions or even small conferences.

Once again adaptation to meet codes and standards is feasible. However, the heritage impact of converting NMB to a hotel or another type of accommodation is considered too high.

NMB is suitable for accommodating higher volumes of visitors on cruise ship days.

NMB is further away from the ocean and better able to suit the required environmental controls for museums for the sensitive objects.



Figure 26: New Military Barracks (NMB)



Figure 27: NMB Main Building



Figure 28: NMB – Cells



Figure 29: NMB – Officers’ Mess



Figure 30: NMB Guard House

**4.5.3 Old Military Barracks (OMB)**

The best way to conserve the buildings in the OMB is for there to be an ongoing and viable use. Continuation of the Federal Court functions is appropriate.

Accommodation for the Office of the Administrator and Commonwealth instrumentalities is suitable. Continued location of Commonwealth functions at the KAVHA site would also maintain a ‘downtown activity’ for the community bringing them purposefully into KAVHA.

The main building upper level could become the Regional Council Meeting room, a museum of Norfolk Island Administration, or provide alternative opportunities to interpret life in the convict period.

There needs to be further investigation of the opportunities for interpretation and conservation needs.



Figure 31: OMB Main Building



Figure 32: OMB Building N°2



Figure 33: OMB Building N°3



Figure 34: OMB Building N°4





**Figure 35: OMB Toilet**



**Figure 36: OMB Building N°13**

#### 4.5.4 Quality Row

There is an opportunity to provide a unique experience for visitors/tourists unlike anything else in the world. That is the opportunity to be accommodated in one of the penal settlement houses, even if only for one night.

This has a commercial value that could possibly be realised but will require a feasibility study to confirm.



**Figure 37: Quality Row**

#### **Houses N° 5 - N° 8**

Subject to feasibility study and cost benefit analysis, these could potentially be rented as tourist accommodation at the high end due to the exclusive and rare opportunity of staying in the cottages. However, the layout of the houses may not be suitable and kitchens and bathrooms will almost certainly need upgrading.

#### **House N° 9**

May also be considered for accommodation or restaurant (refer Section 4.4.2).

#### **N° 11**

This house could be used for many possible commercial uses but the annex toilets and change rooms will need to remain as facilities for the oval. This needs to be explored further.



**Figure 38: N° 11 Quality Row**

#### **N° 2/3**

This house could potentially be reconstructed (refer Section 4.2.6) subject to a feasibility study. However, its interpretive value is high and it may be more appropriate to conserve it as a ruin.

### N° 1 Quality Row (Golf Club) (refer Section 4.3.3)



**Figure 39: N° 1 Quality Row**



**Figure 40: N° 2/3 Quality Row**

Source: *Superintendents of Convicts Duplex*, KAVHA Admin leaflet.

#### 4.5.5 Museums

The current mix of museum collections is appropriate:

N° 10 Quality Row	A house museum representing how people lived and retains substantial original material.
Sirius Museum	A unique collection of the flagship of the first fleet.
Commissariat Museum	The collection is vast and is essential in helping to tell the story of KAVHA.
Pier Store Museum	The various settlements and phases of NI life and history need to be presented. There is no effective display of NI Administration over the past 200+ years (refer Section 4.5.3).

Consultation revealed two distinct options regarding the location of the collections:

##### **Option One: Status Quo**

The separation of the various museums helps a focus for each museum, catering for individual interest and not creating an information overload all at once. The opportunity for relief and a short walk between each site is a welcome addition to enable visitors to better integrate what they have seen and appreciate the site.

Retention of the Sirius Museum (in the Protestant Chapel), N° 10 and an archaeological museum is essential and the current locations are good as they are established and slightly dispersed throughout KAVHA which will assist with the movement of people through the precinct in peak periods. Some improvements in environmental condition are desirable on all museums. If the archaeological museum was to be relocated, the NMB Officers; Mess could be a suitable location.

The Pier Store is not a suitable location for housing a museum collection and an alternative site should be considered.

##### **Option Two: Co-location**

Further investigation is required on the potential efficiencies which may occur if the museum collections were co-located.

The development of the NMB as a main museum and hub will offer opportunities and a better environment for sensitive artefacts (refer Section 4.5.2). The Pier Store could be retained for less sensitive objects. Consideration of the impact of a lift on the heritage values of NMB will be needed if adaptation is considered (refer section 4.5.2).

Friends of the Museums are encouraged and this could extend to overseas members. This could provide valuable support to staff in peak periods.





**Figure 41: Protestant Chapel (Sirius Museum)**



**Figure 42: N° 10 Quality Row**



**Figure 43: the Commissariat Store complex (All Saints Church) (Archaeological Museum in Basement)**



**Figure 44: NMB**

**4.5.6 Government House**



**Figure 45: Government House**



**Figure 46: Government House**

Government House is an iconic building with superb interiors and outstanding heritage value. It has been the senior government official's residence since the early 1800s and continued use for the Administrator is suitable and preferred. Community access to the grounds occurs on a regular basis through open days with any funds raised going to local charities.





Should circumstances change then other options for the use and interpretation for Government House could be investigated.

#### 4.5.7 Pier Area

For the immediate situation, while other options are investigated fully (refer Section 4.5.2), the Pier area can remain as the focus with:

- The Pier Store Museum remaining as is;
- R.E.O. to be the visitor's centre with a small café and bookshop;
- The Settlement Guardhouse could become a small viewing/interpretative facility;
- Service buildings (Constable's Quarters, Blacksmith's Double Boatshed, Single Boat Shed and R.E.O. Stables) continuing their current function.

While this will cater for small numbers of tourists, it will not cater for the larger numbers expected from cruise ships so another management model is suggested (refer Section 4.5.2) subject to feasibility studies.

The Pier area is an important area but the collection of buildings is small, dispersed and many are currently in use.

The buildings with suitable existing uses include:

- Constable's Quarters (Munna's) — currently used as the Works Office;
- Blacksmiths — currently used as a store;
- Double Boatshed — currently used as a workshop and boat shed;
- R.E.O. Stables — currently used as public toilets; and
- Single Boat Shed — currently used as a boat shed.



**Figure 47: Double Boat Shed**



**Figure 48: Single Boat Shed**



**Figure 49: Flaghouse**



**Figure 50: Pier Store**



**Figure 51: Settlement Guard House**



**Figure 52: Pier Area**

In the longer term the Pier Store could be retained as a museum for less sensitive objects or be available for a commercial operation and would probably best await an expression of interest in due course or be a conference centre (even commercially operated).

The Settlement Guard House could also be available for a variety of uses but it is quite small.

The Surgeon's Quarters could be more widely used (refer Section 4.3.2 Surgeon's Quarters (Lions Club)).

Use of the boat sheds for special dinners on a commercial hire fee may also be possible. The R.E.O. could be a commercial coffee shop/café with some interpretation integrated into the use.

The Flag Houses are too small for anything except interpretation.

#### 4.5.8 Other

Ad hoc "pop up" vans can occur as a commercial operation/licence on demand such as for an event or for Emily Bay or if there is demand for any area on a semi-permanent basis while longer-term opportunities are explored.

The Slaughter Bay toilets should be removed as they are intrusive to the setting. This would need to be offset by expanding facilities in the Prisoner's Compound or elsewhere (refer also Section 4.4.2).

The lumber yard is poorly interpreted and not well understood but was a critical activity in the construction of the Second Settlement. While reconstruction is not supported it could be better interpreted.



**Figure 55: Slaughter Bay Toilets**

## 4.6 Open Areas

### 4.6.1 Overview

The setting of KAVHA is essential to the historic values and character of the site. There are a range of issues to consider as outlined below.

Existing picnic and camping arrangements should continue.

#### 4.6.2 Arthur's Vale/Watermill Valley

Arthur's Vale and Watermill Creek are important parts of KAVHA and often offer the first encounter with KAVHA for visitors. Its presence and presentation is important. There are unresolved issues of water quality, monitoring and management which need clarification, correction then good ongoing management.

Maintaining the quality of the water in the creek is important and sources of contamination need to be identified and removed.

There needs to be a confirmed position regarding reed/wetland management in the creek as management methods have varied in the past and competing values of natural values and protection of fabric exist.

The Watermill Valley hut property could be used as an information centre as it is at the entry to KAVHA.

It is not considered large enough to meet the objectives for a hub. There are safety issues exist regarding access to the site and parking/access is considered an unresolved issue.

#### 4.6.3 Cattle Grazing

While the KAVHA HMP acknowledges cattle grazing as part of the agricultural character of the site, the plan recognises that grazing creates environmental and water quality impacts and damages sensitive heritage fabric. The HMP recommends a review of arrangements for cattle access to public reserves.

The few ruins in the area that are accessible to the cattle need to be enclosed in protective barriers.

This needs further investigation.



**Figure 53: Arthur's Vale/Watermill Valley**

Source: EMA 2010



**Figure 54: Cattle grazing**

Source: Nick Squires for The Telegraph, UK, 23 April 2016<sup>1</sup>

<sup>1</sup> <http://www.telegraph.co.uk/news/2016/04/23/descendants-of-bounty-mutineers-defend-their-island-home-from-au/> accessed 9 February 2017



#### 4.6.4 Private Leases

Private leases exist within KAVHA and are essential parts of the setting as well as some containing ruins. They need to be managed and integrated in a cooperative way to maintain KAVHA heritage values.

Some arrangements should be made to ensure conservation of KAVHA ruins on private land at no cost to the owner. Some limited and exclusive public/tourist access could potentially be arranged for a special fee.

It would be beneficial for lessees to have access to management advice to conserve KAVHA fabric and setting that is in the best interests of KAVHA.



**Figure 55: Silos**

*Source: EMA 2011*

#### 4.6.5 Landscape Management

The current landscape management plans need to be reviewed and updated to suit current arrangements and deal with weed control, Norfolk Island Pine location and harvesting and land use. Some removal of selected trees is desirable (eg Bligh Street) provided heritage values are maintained.

The landscape management plan is critical as it affects many details and the presentation of the area.

Resources are needed to back up the recommendations and critical items implemented as soon as is practical.



**Figure 56: Landscape**

#### 4.6.6. Roads

Roads are the first experience of most tourists and the roads within KAVHA are part of the network. They need to not be a distraction to tourists/visitors/community so they can all enjoy KAVHA to the maximum extent.

All roads need maintenance/upgrading, especially if greater usage of KAVHA is proposed.

Bounty Street Bridge is sinking slowly and closing it to traffic and retaining it for walking/cycle is desirable.

Bligh Street should be better defined as a road and available for walking/cycling.



**Figure 57: NI Roads**

#### 4.6.7 Parking

Uncontrolled parking is a problem in KAVHA, especially as it lowers the appreciation of the original buildings and devalues photographs of the setting.

There is also parking and vehicle movement over archaeological ruins which may cause damage to original fabric. There is scope for better control.

Vehicle access needs to be restricted/controlled through a detailed parking and traffic management plan. Proposed parking arrangements are as follows:

- Quality Row
- OMB
- NMB
- The Commissariat Store (All Saints Church)
- Point Hunter
- Cemetery
- Emily Bay
- Slaughter Bay
- Pier Area
- N° 10 Quality Row
- none except at N° 1 (Golf Club) and south side up to OMB.
- as exists.
- as exists including at rear.
- at rear.
- create landscape area close to Emily Bay and set parking back.
- as exists.
- as exists.
- define area away from building foundations and potential archaeological deposits, to protect sensitive areas.
- define an area away from buildings and ruins which will protect the setting and sensitive areas.
  - o Identify opportunities for heavy use days.
- open up the parade ground to the west for overflow parking.

Parking at the Pier area is the most sensitive.

Diagrams in Section 7 indicate the Pier area that should remain vehicle free except for service vehicles and pier access. The defined area should be away from the more sensitive areas. Some changes will be required to log barriers and signage.

#### 4.6.8 Services

These are essential for the area to operate so will need to be maintained and upgraded. This includes electrical, data, water, sewer and stormwater.

##### **Toilets**

These should be maintained in good condition and be well signposted (refer also sections 4.5.8 re Slaughter Bay Toilets). The toilets in the Prisoners' Compound need to be expanded and upgraded if this is to become a major venue for events (refer Section 4.4.2).

Some upgrade/expansion of the toilets in the NMB is will be required if it is to become a visitor hub/centre (refer Section 4.5.2).

##### **Sand**

Sand is a scarce material but is essential for building and the most suitable source is Cemetery Bay. Some ongoing use is considered reasonable, especially for conservation work.

Sand for conservation work is to be free but all other uses should attract a fee. Sand mining should cease as per the KAVHA HMP.

##### **Street lighting**

There needs to be a careful balance between safety of tourists, the darkness that is part of the charm and character of the place and any potential impact on native fauna. This will need monitoring.

Illumination of key buildings should continue but be designed to minimise upwards light pollution.

#### 4.6.9 Paths

Safe and suitable walking tracks and cycleways should be defined on site brochures to enable easy access around KAVHA for all potential users. Where possible, walking tracks and cycleways should be integrated with interpretation of the site.

The previous Guided Walks is a useful base from which to work (refer Attachment J).



## 4.7 Cruise Ships

The following analysis is based on a potential Carnival Tours cruise ship of 2000 passengers as being the most likely largest vessel to manage. Consideration should also be given to the facilitation and pursuit of opportunities to attract smaller cruise ships to visit the Island.

The analysis considers one visit per week in peak periods and every two weeks at other times or about 35 visits per year.

Note: Current cruises are booked up to 18 months in advance and Carnival advise that this lead period is required for any additional tours.

Additional airline flights are more easily arranged and depend on demand.

### Current bus capacity

Largest - 35 passengers

Most buses contain 20-25 seats

There are 14 buses on the island which have a total capacity for 350 passengers.

### Tours – potential arrangements

Operate from 8.30 am to 4.00 pm.

30% of visitors go on a tour (600 people). All buses do an am and pm tour – no full day tours operate. This will take up most of the buses.

20% will drive to KAVHA (400 people) and 10% to other places. The balance, or 70% of these (1400) will be dropped off and walk around Burnt Pine KAVHA or other place at their own pace.

Drop off in KAVHA would be at the visitor hub/centre. If the visit is of short duration, drop off at KAVHA needs to be investigated as part of a traffic management plan

Once in KAVHA it is likely that less buses are necessary as the site is walkable for many visitors.

Tours or places to visit could include:

- Pier Store Museum;
- Commissariat Museum;
- Sirius Museum;
- N<sup>o</sup> 10 Quality Row;
- Cemetery;
- Polynesian Settlement
- Government House;
- Pier Area Walking Tour; and
- Quality Row Walking Tour.

If the 400 visitors to KAVHA are broken into tour groups of 50 then this is manageable enabling people to walk around the venues at a reasonable pace and not have any one place overcrowded. This is particularly so if arrival times are staggered. Dispersing the large numbers will put less pressure on any one venue or service.

### Tenders and transport

Each of the new tenders to be constructed can carry 100 passengers and make approximately 4 trips per hour (ship to shore) equalling 400 passengers per hour.

There are three tenders meaning 1200 people can be moved in an hour and it would therefore take 2 hours to disembark and reload passengers.



Assume:

50% bus capacity are touring = 175

50% are using a shuttle bus = 175 for 30-minute round trip - 350 per hour.

However, even if all the current buses were used as shuttle buses between Cascade Pier and KAVHA, cruise ship passengers would arrive at Cascade Pier at the rate of 1200 an hour, but only 700 people per hour could be transported to KAVHA. This would lead to significant waiting time for some cruise ship passengers at Cascade Pier, where there are limited facilities.

These assumptions about use of buses also fail to take into account the concurrent demand for tours and activities generated by visitors to Norfolk Island who have arrived by air. There are currently likely to be around 440 such visitors on Norfolk Island at any one time.

### **Cascade Pier**

This needs a welcoming shelter as a holding point with basic facilities. This could also provide introductory information on KAVHA and therefore be part of the Interpretation Plan.

### **Conclusion**

There is insufficient existing capacity to move people with current buses. Operators will need to invest in additional buses to meet the needs of cruise ship passengers, but will need definite regular use for this investment to be viable.

Potential cost and implications are unknown and until the Cascade Pier upgrade is completed, working and assessed, this is difficult to determine.

It will also be important not to lose focus on the needs of tourists who have arrived by air, as they spend significantly more while on the Island, than do cruise ship passengers.

Estimated expenditure by cruise ship passengers visiting Norfolk Island varies from \$60-\$100, while tourists arriving by air stay longer and are estimated to spend an average of \$924 while on the Island<sup>2</sup>.

If a large number of cruise ship passengers are to spend much of their time on Norfolk Island at KAVHA, provision of food services at KAVHA will also need to be significantly expanded. Opportunities for this have been mentioned in this report.

<sup>2</sup> Centre for International Economics, *Economic Impact of Norfolk Island Reform Scenarios*, Nov 2014, pages 15-16, JSC Report *Same Country Different World*, Oct 2014, pages 56-57, and SGS calculations.



## 5.0 RELATIONSHIP WITH 2016 HMP

The concepts and proposed priorities identified in this report reflect many of the recommendations in the HMP, including:

- The KAVHA site Landscape Management Plan should be reviewed and updated as a cultural landscape plan (rec 8)
- Free access should continue to be available to the KAVHA site for the Norfolk Island community to encourage and support traditional cultural practice (rec 30)
- Guideline should be established for new commercial activities within the KAVHA site, including an open and transparent 'Expression of Interest' process (rec 44)
- A financial contribution should be introduced for commercial tourism activities within the KAVHA site, in consultation with the tourism industry (rec 49)
- A new food and beverage site should be provided within the KAVHA site (rec 50)
- The KAVHA site Heritage Interpretation Strategy should be reviewed and updated to become a full interpretation plan (rec 59)
- The Australian Government should develop proposals for the long term governance and funding of KAVHA (rec 71)
- An audit should be undertaken of existing and required site facilities, and plant and equipment (rec 79)

Some concepts and priorities identified in this report are not directly referred to in the HMP but instead reflect broader consultation and advice.





## 6.0 PRIORITIES

### 6.1 Introduction

The following sets out priorities which are loosely arranged as:

- Infrastructure which should be actioned in the 2017-2022 period;
- Further Studies and Policy Development which may be initiated in the 2017-2022 period but are not likely to be implemented till after 2022 and some will be long term projects;
- Long Term (beyond 2027).

Reference back to Section 4 is included for further details and they are illustrated in the Precinct Plans of Section 7.

### 6.2 Infrastructure

- Commence further development of the Pier area to provide a focus for visitor reception and orientation pending further options, development and planning undertaken to establish a permanent visitor centre. The likely increase in cruise ship tourism to Norfolk Island within the next five years provides an incentive to improve visitor reception facilities, services and information. Priority activities could include (refer sections 4.2.4, 4.5.7 and 4.7 ):
  - Provision of food and beverages at the Pier area, including “pop-up” services (inviting expressions of interest). The services provided could be expanded to include bicycle rental, audio tours, and snorkelling gear (refer section 4.5.8).
  - Improve visitor amenities – such as toilets, internet, and barbecues (refer section 4.6.8).
  - Relocate the research library from the Settlement Guardhouse to a more appropriate location within KAVHA. Refurbish the building and provide public access for interpretation (refer section 4.5.5).
  - Improve visitor interpretation: commencing with the R.E.O. building, Settlement Guardhouse, Crankmill and Penitentiary. These facilities in combination with the museums on site would sustain visitor interest for the duration of a part-day tour of KAVHA associated with Cruise Ship arrivals (refer sections 4.2.7 and 4.4.2).
  - Improved management of parking and traffic management in the Pier Area, including identifying overflow options for peak demand days such as lighterage and cruise ship visits (refer section 4.6.7).
  - Improve road surfaces (refer section 4.6.6).
- Clarify messages to the community and remove perceptions about the ability to access the Prisoners Compound for community events to encourage more activities and special events into the area. Some of the possibilities suggested in consultation included Opera in the Compound, lighting shows (Vivid), movie screenings and food festivals (refer sections 4.4.1 and 4.4.2).
  - Developing options to upgrade toilet facilities in the compound is a very high priority (refer sections 4.4.2, 4.5.8 and 4.6.8).

### 6.3 Further studies and policy development

Although not directly related to the project’s Terms of Reference, there was strong community support expressed in consultations for governance reform of KAVHA, and particularly for the establishment of a separate entity which consolidated all aspects of site management. More detailed information is required on the funding levels necessary to support the new governance structure and sustain heritage values.

Improved arrangements (financial and administrative) are needed to provide for the ongoing conservation maintenance of KAVHA (refer sections 4.2.1, 4.3.5 and 4.6.8).

The following other priority studies and policies are recommended based on the suggestions identified in the consultation process:



- Commission a detailed feasibility study to develop a permanent Visitor Centre. The study should also explore options for housing museum collections to protect valuable artefacts and enhance their presentation. This study should consider the NMB as one option for the Visitor Centre (refer sections 4.2.4, 4.5.2 and 4.7).
- Finalise a KAVHA Interpretation Plan (refer sections 4.2.7, 4.4.2 and 4.5.8).
- Undertake detailed analysis to determine the feasibility and cost benefit of establishing Quality Row houses as high end accommodation offerings (refer sections 4.4.2 and 4.5.4)
- Undertake detailed consideration of the needs of the Commonwealth's museum collections within KAVHA and consult with custodians of local collections to identify options to better protect, conserve and tell the story of Norfolk Island (refer section 4.5.5).
- Develop a site commercialisation policy and define suitable fee structures for tourists, commercial and community. It is recommended the policy include:
  - Accreditation of KAVHA tour operators and payment of operator fees (refer sections 4.2.2 and 4.2.3);
  - options for collecting (non-resident) site entry fees (refer section 4.2.2);
  - charging regimes for festivals or events (commercial) (refer section 4.2.2);
  - discussion of lease details and opportunities for the Surgeon's Quarters (Lions Club); No.1 Quality Row and surrounds (Golf Club) and the Commissariat Store (All Saints) (refer sections 4.2.8, 4.3.2 and 4.3.3); and
  - License/lease fees for those providing food and beverage service (refer section 4.2.2).
- Analyse best means of interpretation of sites and in museums (refer section 4.2.7).
- Investigate use of OMB. Suggestions include continuing to provide Court services, restoring to convict era military barracks and associated interpretation, or housing the Office of the Administrator, Regional Council Meeting Room or Museum of Norfolk Island Administration (refer section 4.5.3).
- Consider and confirm possibilities for the Pier Store possibly commercial, conference or other use (refer sections 4.4.2 and 4.5.7).
- Commission a Cultural Landscape Management Plan for KAVHA. Elements of the plan could include:
  - Resolve best management of Arthur's Vale and Watermill Creek, including options to demonstrate convict era agricultural practices (refer section 4.6.2);
  - Identify strategies for the sustainable grazing of cattle (refer section 4.6.3);
  - Management of mature trees throughout the site (refer section 4.6.5);
  - Identification of walking and cycling trails (refer sections 4.6.6 and 4.6.9);
  - Management of water flows throughout the site (refer section 4.6.2); and
  - Weed and pest management (refer section 4.6.5).
- Develop a management plan for the Cemetery (refer section 4.2.5);
- Subject to an assessment of heritage impacts, undertake consultation to gauge community support for an expansion of the Golf Course if a detailed proposal is brought forward by the Golf Club (refer section 4.3.3);
- Should the use of Government House change, then other options could be investigated (refer section 4.5.6);
- Investigate how KAVHA remains and archaeological deposits on private leases can be conserved and interpreted for a wider audience (refer section 4.6.4).
- Subject to an assessment of heritage impacts, costs, risks and a business case, consider expanded community facilities in KAVHA (refer section 4.3.4).



## 6.4 Long Term

Other initiatives which were commonly identified in consultations included reconstructing buildings such as N° 2/3 Quality Row, the Crank Mill and the Salt House. These proposals could be considered in the longer term subject to the development of detailed proposals with appropriate heritage approvals and the development of a feasible business case. In developing these proposals it would be important to consider the increased ongoing maintenance implications, risks associated with business failure or other changing circumstances (refer Section 4.2.6).



## 7.0 PRECINCT PLANS

The previous sections, particularly Section 4 (Analysis of Suggestions) and Section 6 (Priorities), are presented in this section as a series of precinct plans reflecting the historic areas of KAVHA as identified in the previous archaeological reports and HMP (refer Figure 58).

These are schematic only and present a concept toward a Masterplan.

Some suggestions are not represented on the precinct plans such as:

- Section 4.2.1 Administration;
- Section 4.2.2. Fees;
- Section 4.2.3 Accreditation;
- Section 4.2.7 Interpretation;
- Section 4.4.2 EOI for events/activities and conservation skills at work;
- Section 4.5.5 Establishment of Friends of Museum;
- Section 4.5.8 Enabling 'pop up' temporary facilities for events or as demand exists;
- Section 4.6.6 Maintain Roads;
- Section 4.6.8 Establish services future requirements;
- Section 4.6.9 Establish Walking Tracks;
- Section 4.7 Cruise ship management and Cascade Bay Shelter.

As noted previously, it is recommended that Infrastructure priorities are implemented between 2017-2022; further studies and policy development priorities between 2022-2027; and long term priorities between beyond 2027. The short term is spread over five years so there will need to be some further prioritisation within this period.



**Figure 58: KAVHA Site showing the Precincts**

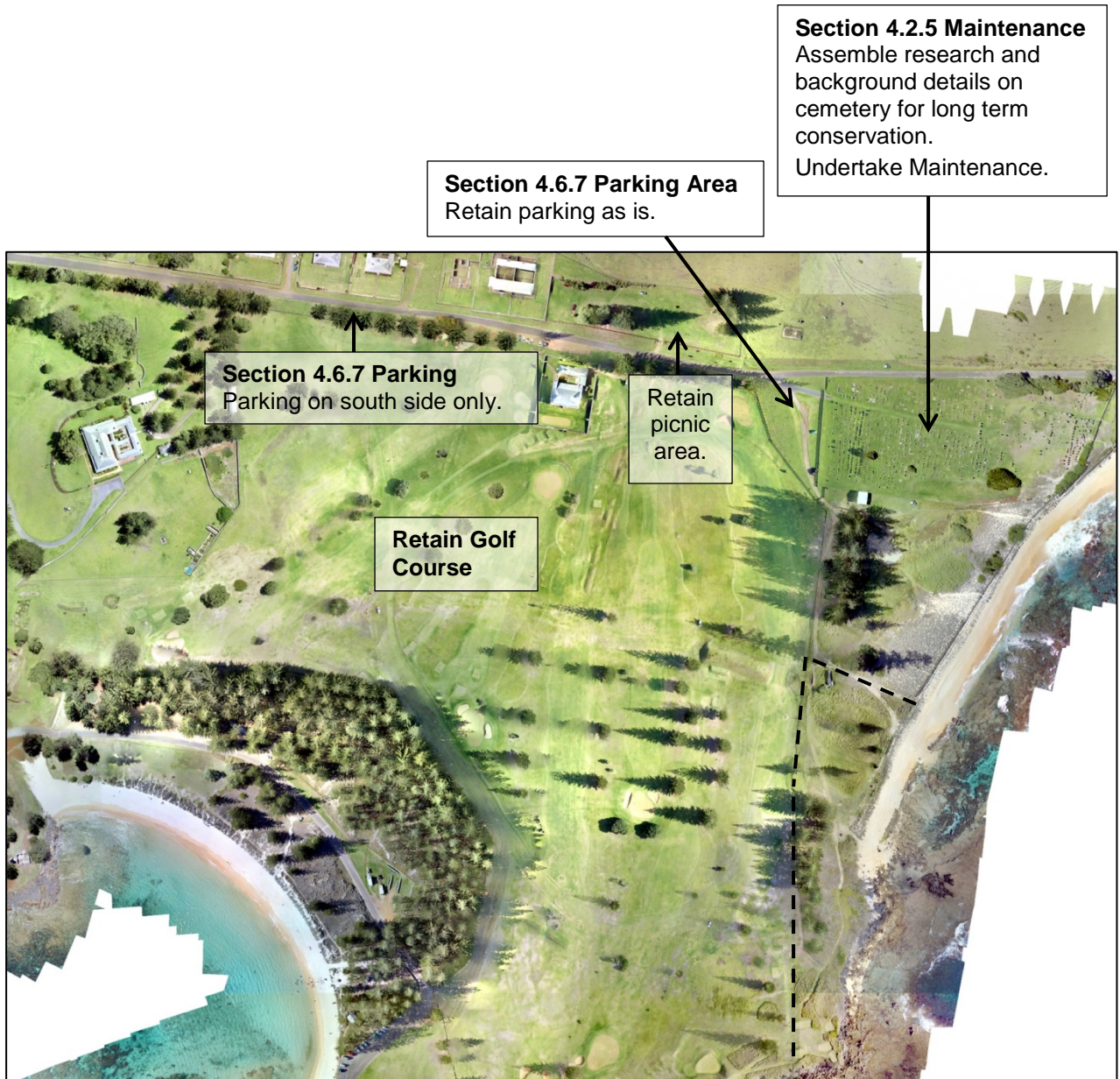
*Source: HMP, p21*

7.1 Infrastructure

7.1.1 Precinct A - Government House



7.1.2 Precincts B, C and K - Golf Club, Cemetery and Point Hunter (Sheet 1)



7.1.3 Precincts B, C and K – Golf Club, Cemetery and Point Hunter (Sheet 2)



7.1.4 Precinct D – Quality Row including the Commissariat Store, NMB, OMB and Houses (Sheet 1)

**Section 4.6.7 Parking**  
Retain parking at rear.





7.1.5 Precinct D Quality Row (Sheet 2)



Retain picnic area.

**Section 4.6.7 Parking**  
Retain as exists on south side.

**Section 4.6.7 Parking**  
Open up the area to the west for overflow parking.



7.1.6 Precincts E & M – Arthur’s Vale and Watermill Creek (Sheet 1)



7.1.7 Precincts E & M – Arthur’s Vale and Watermill Creek (Sheet 2)



7.1.8 Precinct F – Common and Watermill Creek

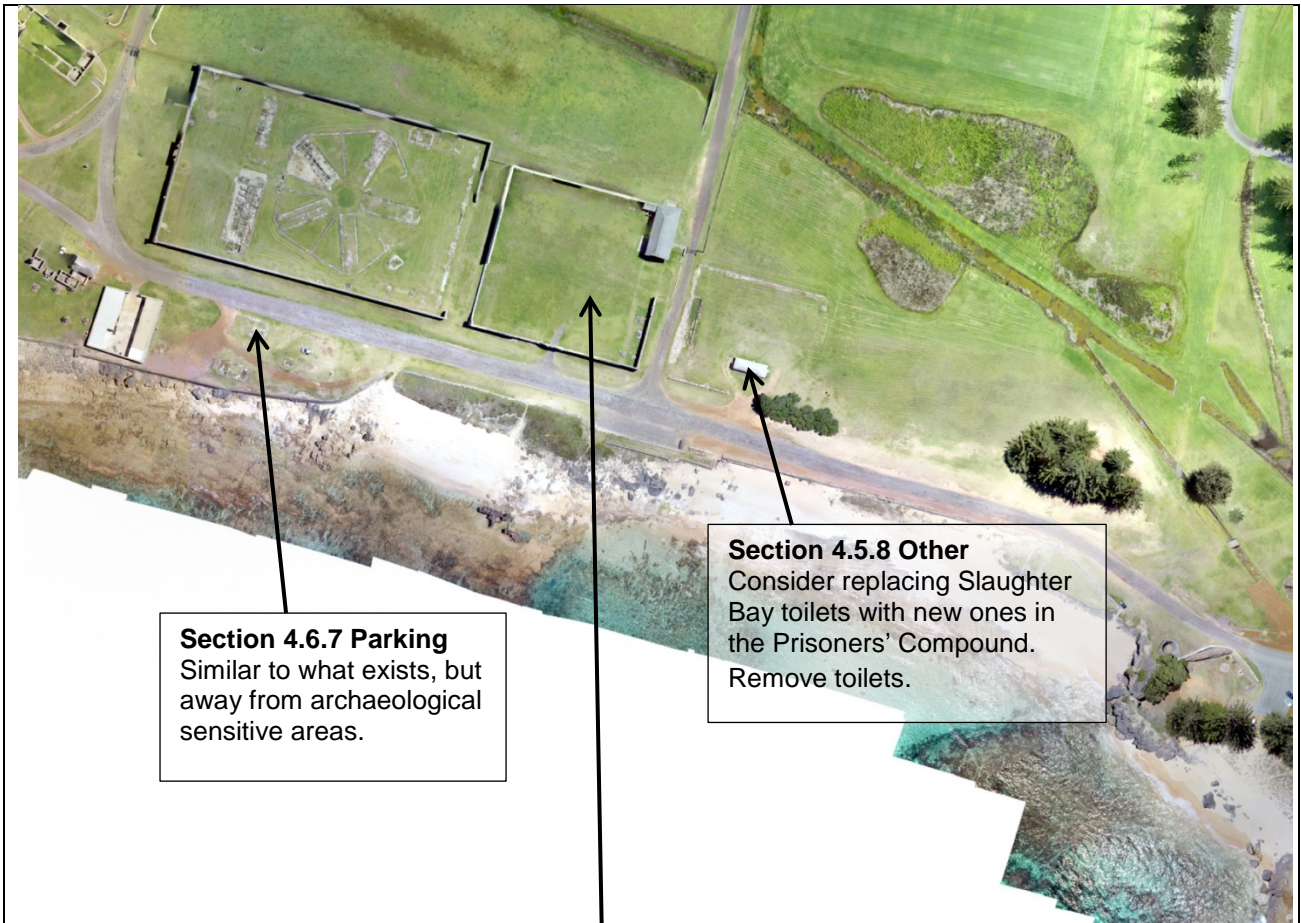


Retain use of oval.

**Section 4.5.8 Other**  
Consider replacing Slaughter Bay toilets with new ones in the Prisoners' Compound.



7.1.9 Precincts G and J – Gaol and Prisoners’ Compound



**Section 4.6.7 Parking**  
 Similar to what exists, but away from archaeological sensitive areas.

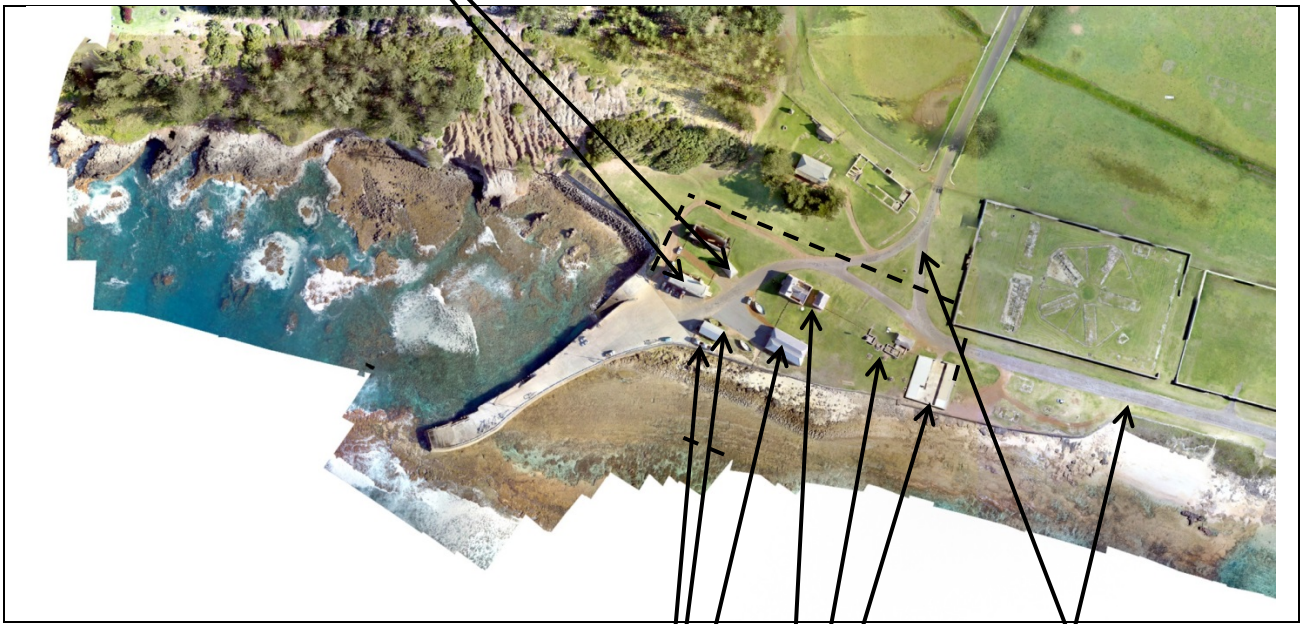
**Section 4.5.8 Other**  
 Consider replacing Slaughter Bay toilets with new ones in the Prisoners’ Compound. Remove toilets.

**Section 4.4.2 Events/Activities**  
 Invite expressions of interest or/and encourage businesses/community to consider use of the compound. Resolve how this can be made to work including permanent set up for marquee. Could include a range of iconic events. Establish rates, fees and management arrangements.



7.1.10 Precinct H – Pier Area

**Section 4.2.4 Facilities**  
**Section 4.4.1 Overview of Commercial Operations**  
**Section 4.5.5 Museum**  
**Section 4.5.7 Events/Activities**  
 Retain use of Pier Area, R.E.O., Pier Store, Settlement Guardhouse as KAVHA centre while NMB as a hub is investigated.



**Section 4.5.7 Events/Activities**  
 Retain existing use of buildings.

**Section 4.6.7 Parking**  
 Define an area away from the buildings and ruins which will protect the setting and sensitive areas  
 No parking in Pier area except service vehicles and access to Pier.  
 Consider adjacent areas for overflow parking in peak periods.



7.1.11 Precincts L and J – Emily Bay



## 7.2 Further Studies and Policy Development

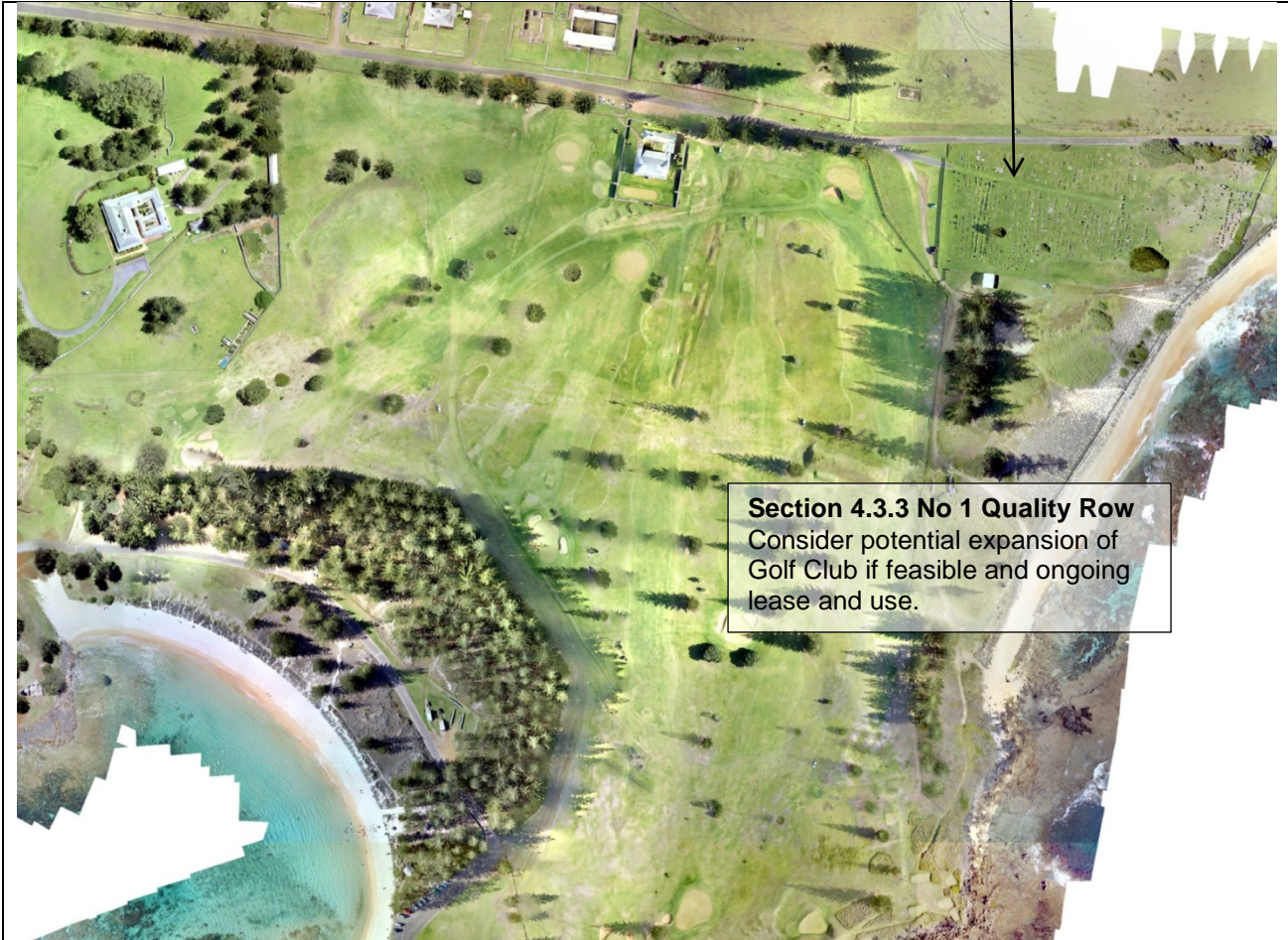
### 7.2.1 Precinct A - Government House





7.2.2 Precincts B, C and K - Golf Club, Cemetery and Point Hunter (Sheet 1)

**Section 4.2.5 Maintenance**  
Management Plan for Cemetery



**Section 4.3.3 No 1 Quality Row**  
Consider potential expansion of  
Golf Club if feasible and ongoing  
lease and use.



7.2.3 Precincts B, C and K – Golf Club, Cemetery and Point Hunter (Sheet 2)

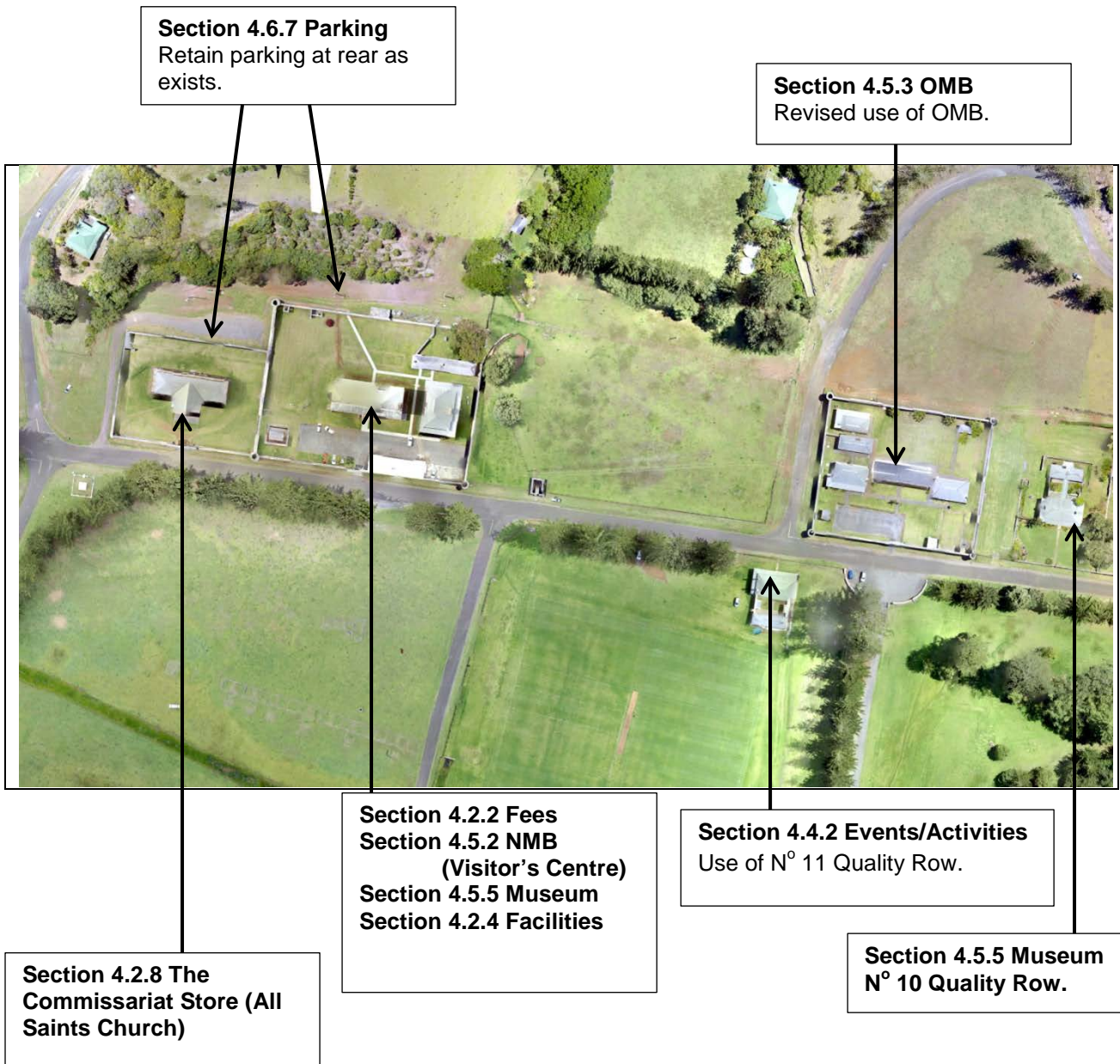
Section 4.5.4 Quality Row Future Use



Section 4.6.7 Parking  
Parking arrangements.



7.2.4 Precinct D – Quality Row including the Commissariat Store, NMB, OMB and Houses (Sheet 1)



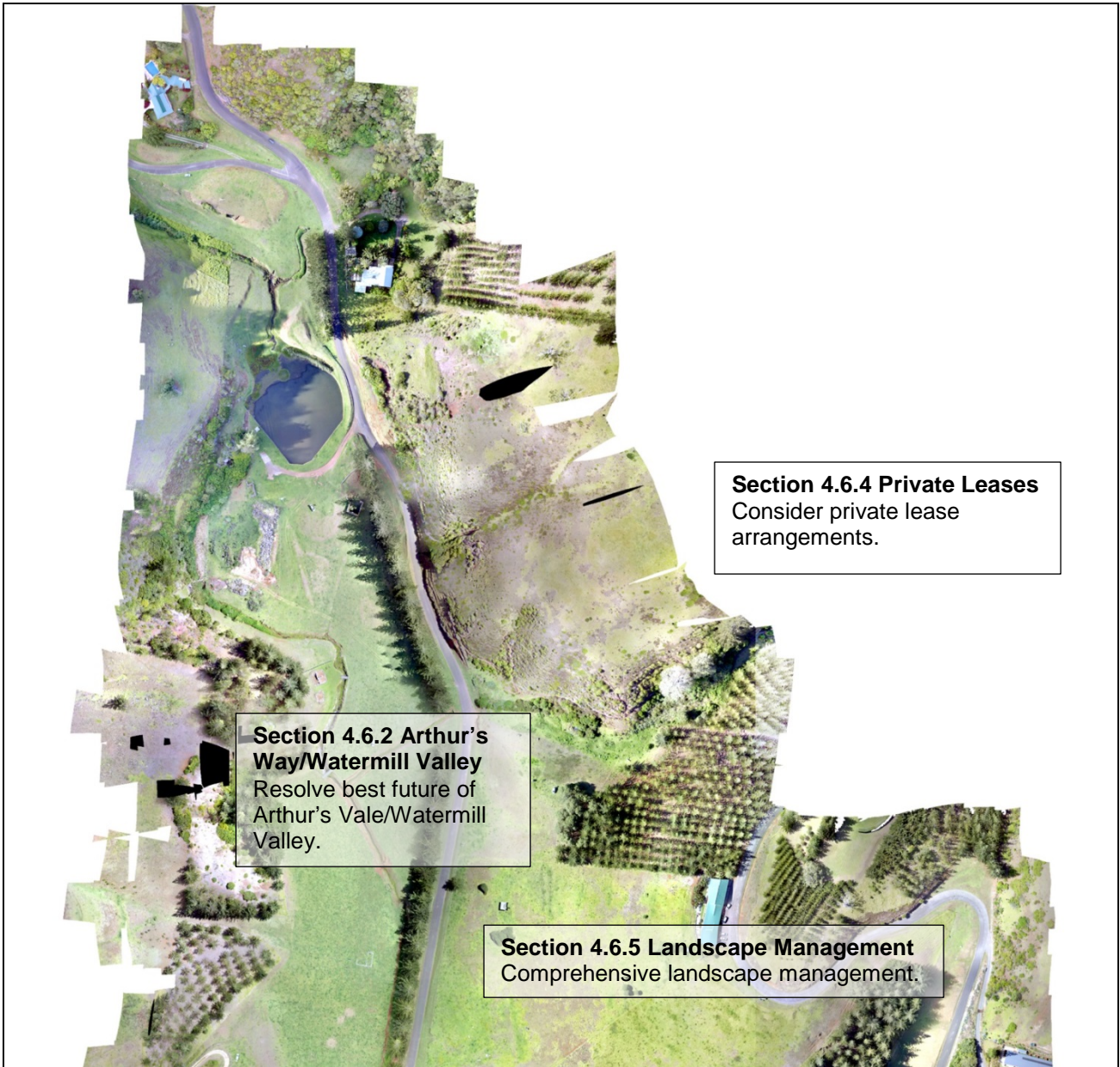
7.2.5 Precinct D Quality Row including house (Sheet 2)

**Section 4.4.2 Events/Activities**  
Resolve use of N° 9 Quality Row.

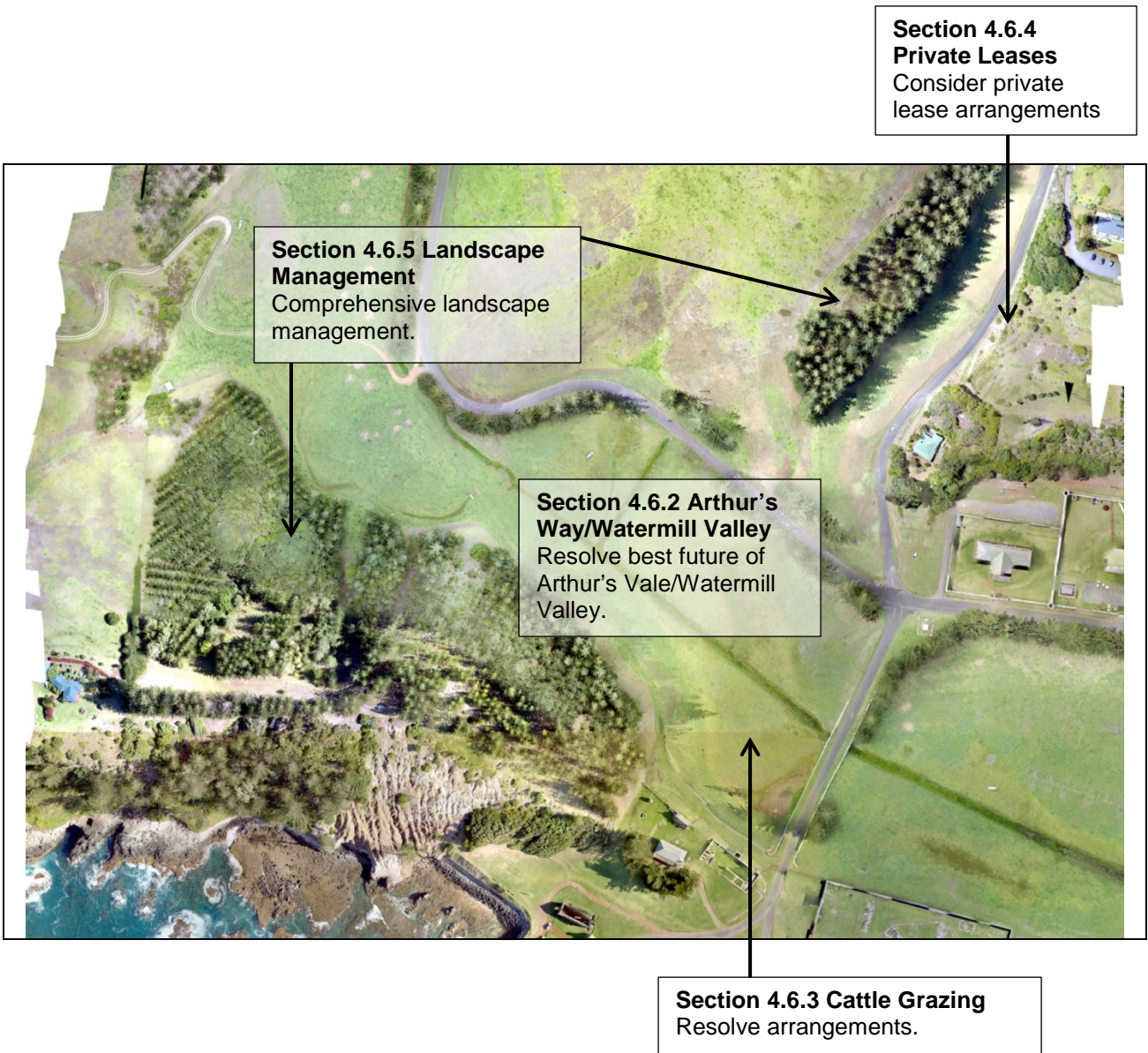
**Section 4.5.4 Quality Row**  
Use of N<sup>os</sup> 5-8 as tourist accommodation (if proven feasible)



7.2.6 Precincts E & M – Arthur’s Vale and Watermill Creek (Sheet 1)



7.2.7 Precincts E & M – Arthur’s Vale and Watermill Creek (Sheet 2)



7.2.8 Precinct F – Common and Watermill Creek



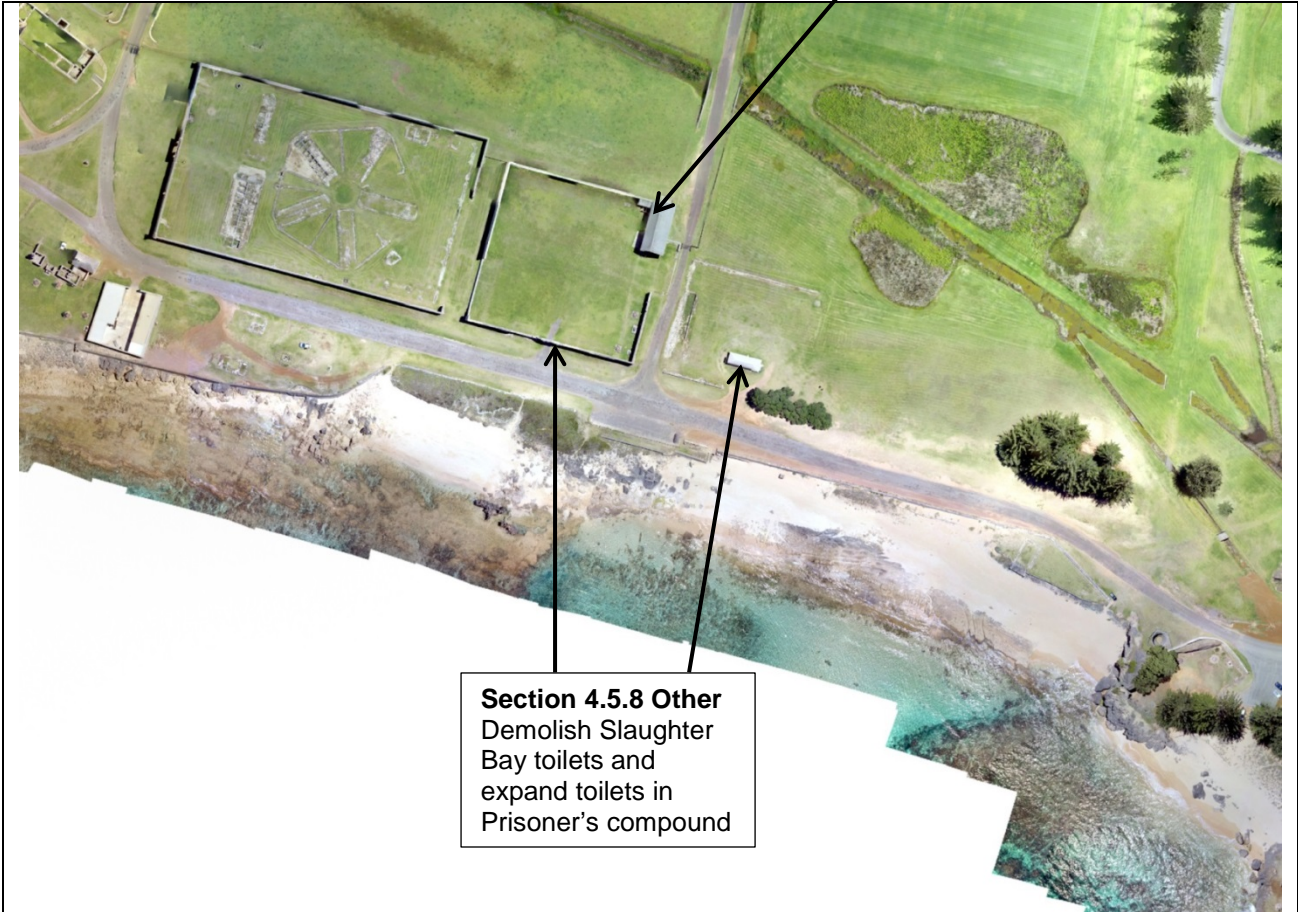
**Section 4.6.2 Arthur's Way/Watermill Valley**  
Resolve best future of Arthur's Vale/Watermill Valley.

**Section 4.5.8 Other**  
Demolish Slaughter Bay toilets and expand toilets in Prisoner's compound



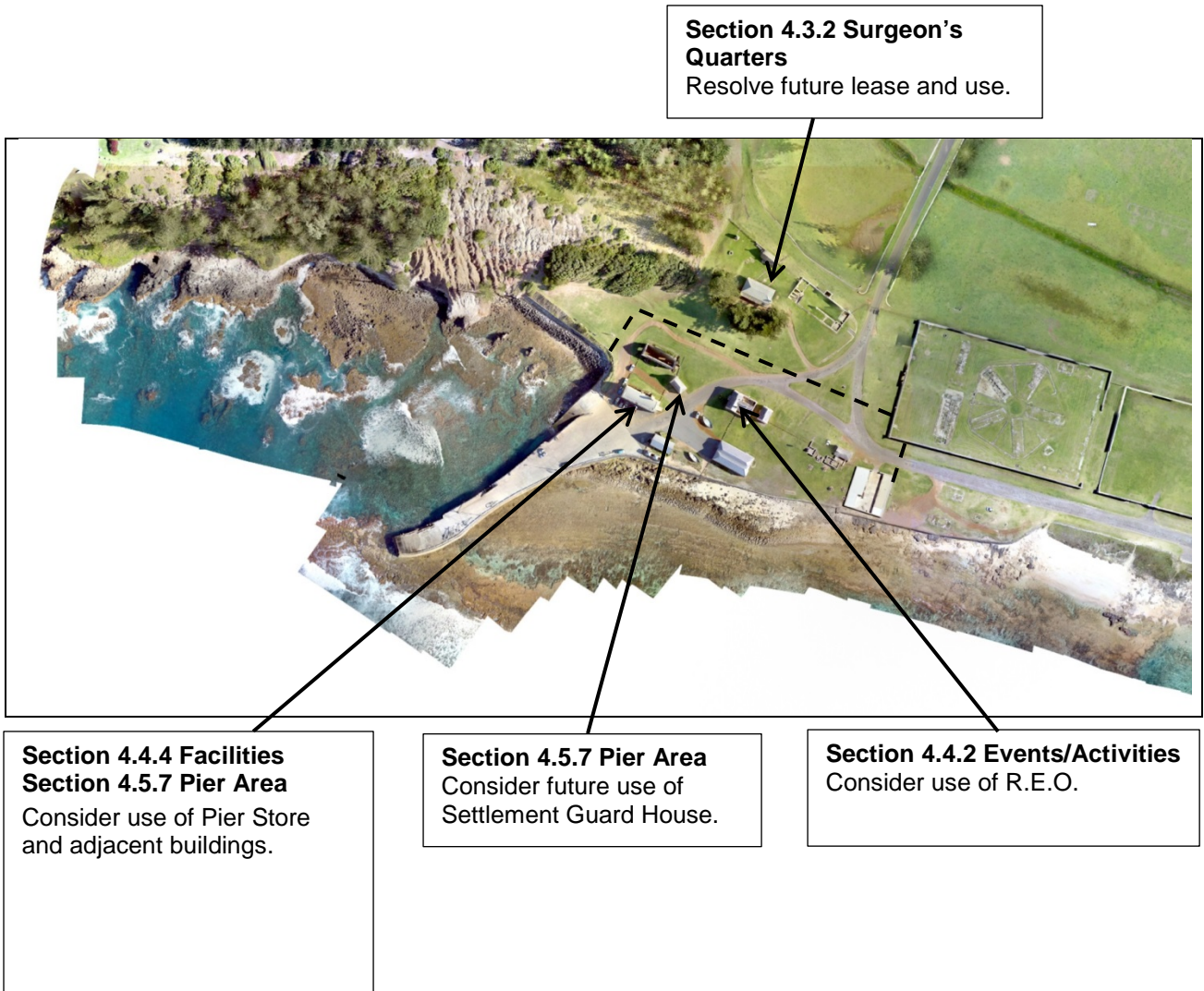
7.2.9 Precinct G and J – Gaol and Prisoners’ Compound

**Section 4.5.5 Museums**  
Sirius Museum



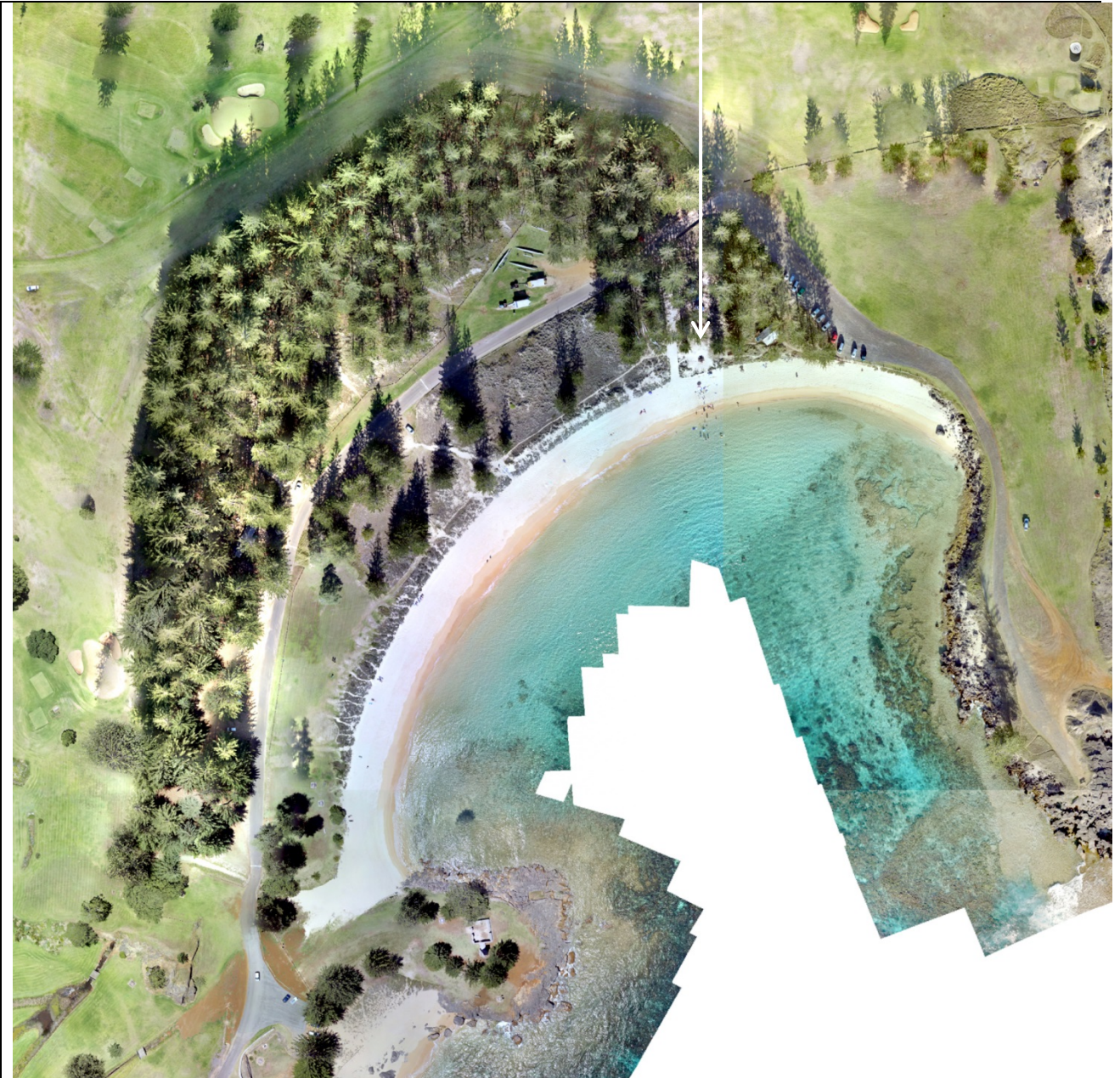


7.2.10 Precinct H – Pier Area



7.2.11 Precincts L and J – Emily Bay

**Section 4.3.4 Emily Bay**  
**Section 4.4.2 Events/Activities**  
Possible expanded facilities at Emily Bay.



7.3 Long-Term

7.3.1 Precinct D Quality Row

**Section 4.5.4 Quality Row**  
Prepare and consider a business case to reconstruct 2/3 Quality Row.



7.3.2 Precinct F – Common and Watermill Creek



7.3.3 Precincts L and J – Emily Bay



## **8.0 CONCLUSION**

### **8.1 Community Consultation Document**

While we support the idea that the whole of the report be made available for community review the executive summary plus the precinct plans of Section 7 would be a suitable and effective document for review.

### **8.2 Overview**

The opportunity exists to review the operation of KAVHA and this consideration needs to be received with enthusiasm, interest and willingness by all to make it work.

Issues need discussion but sensible outcomes are possible and need to happen for KAVHA if it is to remain a stimulating experience for visitors, an integral part of the community, a lively place to visit and one that generates wide recognition for its uniqueness as a place to visit and enjoy.

There are a wide number of initiatives that can be implemented in the short term and some preparatory work that will lead to mid-term work and implementation. These can be planned for implementation in a structured way. Long term initiatives are exploring future options.

Monitoring and review during and following the implementation of any of the proposed new arrangements and initiatives should be undertaken to ensure appropriate modification and incorporation of further changes over time.

This report provides a useful starting concept for a longer term Masterplan.



**ATTACHMENTS:**

**A PROJECT BRIEF**

**B CONSULTATION MEETINGS**

List of meetings held

**C WRITTEN SUBMISSIONS**

List

**D SURVEY PROCESS AND SUMMARY OF FINDINGS**

Questionnaire – Tourists  
Questionnaire – Residents

**E DISCUSSION PAPER**

**F SUMMARY PAPER**

Short and Long Versions

**G KAVHA CURRENT USAGE OF BUILDINGS**

**H CONSULTATION - SUMMARY OF COMMENTS**

**I ANNUAL EVENTS**

**J SELF GUIDED WALKS LEAFLET**



## A PROJECT BRIEF





# Approach to Market (ATM) – Goods and Services



**Commonwealth of Australia**

## **Approach to Market (ATM) - Goods and Services**

**Reference No: TERR14/0162-25**

This ATM is for the provision of: **KAVHA Site Master Plan - Phase 1 –Community and Stakeholder Consultation and Development of a Proof of Concept**

The Commonwealth as represented by Department of Infrastructure and Regional Development (the Customer) is seeking tenders for the provision of the goods and services (Goods and Services) described in this *Commonwealth Approach to Market (ATM)*.

In submitting a response, Potential Suppliers are required to comply with all requirements set out in the:

- Deed of Standing Offer for the provision of Heritage, Environment and Sustainability Services;
- [Commonwealth Approach to Market Terms](#), and
- [Commonwealth Contract Terms](#)

## Statement of Requirement

### A.A.1 Key Dates and Times

Event	Date	Time	Location
ATM Closing Time:	23 May 2016	17:00	ACT
Question closing time:	Two business days before ATM Closing Time		
Expected Contract execution date:	30 May 2016		
The Goods are required to be delivered on or before:	To be negotiated		
The Services are required to be completed on or before:	To be negotiated		
Contract Term:	The Contract will terminate on 30/06/2017.		
Contract Extension Option:	The Contract may be extended for a period of three months.		

### A.A.3 The Requirement

The Kingston and Arthur's Vale Historic Area (KAVHA), on Norfolk Island, is recognised for its picturesque character, historic associations, outstanding Georgian buildings and townscape, and evocative ruins. The site contributes to the life, identity and culture of the Norfolk Island community and the wider Australian community.

The Department is developing a Site Master Plan for KAVHA, the first phase includes the development of a concept plan to be tested and refined through targeted community consultation and presented in a report.

#### **Concept Plan**

Development of the concept plan will align to the following site management objectives as outlined in the 2016 KAVHA Heritage Management Plan (HMP) and supported by SGS Economics & Planning's Norfolk Island Economic Development Strategy:

- promoting economic development on Norfolk Island
- providing a sustainable revenue stream for KAVHA: such as proposing efficient, non-intrusive, methods for imposing (non-resident) site entry charges, considering mechanisms for those commercial operators who current use the site to contribute to its ongoing maintenance and care, and other opportunities for private sector involvement in the site
- improving the capacity of the site to manage the expected increase in cruise ship arrivals to Norfolk Island once the refurbishment of Cascade Pier is completed in late 2017
- conserving the site's significant heritage values
- improving the quality and range of authentic experiences for visitors
- ensuring KAVHA remains relevant and accessible to the local community, and
- examining options to utilise buildings on the site for commercial, not for profit and community purposes.

## Approach to Market (ATM) – Goods and Services

Although Cascade Pier located away from the KAVHA site effective routes to transport cruise passengers to KAVHA should be considered as part of the Site Master Plan.

### **Consultation**

The consultation process will identify key planning and design issues, specifically those needed to promote economic development on Norfolk Island, conserve the sites significant heritage values, improve the quality and range of authentic experiences for visitors and ensure KAVHA remains relevant and accessible to the local community. This will include ascertaining potential community, not for profit and commercial interest in existing buildings and structures.

The firm will undertake a series of stakeholder consultation meetings and workshops on Norfolk Island, including with nominated target groups and open community forums. Additional innovative consultation methods, such as anonymous surveys and social media to capture the views of Norfolk Island residents and tourists will also be required.

As a minimum the following stakeholders will need be consulted:

- Norfolk Island administration/Regional council and staff – including CEO, Museum staff, works crew, tourism office, Conservator of Public Reserves and others as directed
- Norfolk Island Accommodation and Tourism Association
- Norfolk Island Chamber of Commerce
- Council of Elders
- KAVHA landowners
- Lions Club
- Kingston Pier users: Fishing Association, Charter Boat operators, Lighterage businesses
- Norfolk Island oval users
- Norfolk Island Golf Club
- Church of England
- Tourists – Departing from airport + on site
- Carnival Cruiselines
- Commercial Tour Operators
- Tourism Action Group
- The Administrator of Norfolk Island
- Department of Infrastructure and Regional Development – including Commonwealth Heritage Manager

The Commonwealth Heritage Manager will be able to provide limited assistance and introductions to key stakeholders on Norfolk Island. However, it will be up to the successful firm to organise the consultation schedule, arrange venues and invite stakeholders.

Stakeholder consultation should be framed within a context of protecting or enhancing the natural and cultural values of KAVHA, and increased economic sustainability, for both KAVHA and Norfolk Island. The questions for consultation should include, but not be limited to:

### **Enhancing community access to KAVHA**

1. What are the priority improvements to infrastructure/open space required/desirable to enhance community use and access to the KAVHA site?
2. Are there new opportunities for the community to engage with the site that could be considered when planning for the future?
3. Are their appropriate community uses for any, including those currently occupied, of the building assets within KAVHA – what are they/which assets could be used? In what ways could these uses contribute to the other management objectives for KAVHA?

# Approach to Market (ATM) – Goods and Services

## Improving visitor experiences, amenity and economic returns

1. What are the priorities for improving site orientation for visitors?
2. What are the priority visitor facilities and amenities, including to accommodate the expected increase in cruise ship passenger arrivals?
3. Are their alternate uses for the existing assets that may enhance visitor experiences?
4. What are the new or emerging commercial opportunities that should be planned for?
5. How can commercial operators contribute to the ongoing maintenance and care of the site?

## Heritage Conservation

1. What are the major threats or risks to the heritage values of the site perceived by stakeholders – how can these be mitigated?
2. What are the features of the site that stakeholders are most satisfied with? How can these features be retained while still achieving the other objectives?

## Landscape and natural values

1. What are the values of the setting that stakeholder value the most?
2. What are the perceived risks to natural values – how might these be mitigated?
3. Are there other ways/events that could be considered to capitalise on natural and landscape values?

## Report

Following stakeholder consultation a report will be prepared synthesising the priority needs identified for each of the target groups: commercial operators and the business community, community groups and tourists. The report will also recommend options for the site based on the stakeholder input provided; including, but not limited to, commercial opportunities, new infrastructure requirements for both visitors and the community use of existing facilities, traffic management, site orientation, operations of the Kingston port and mitigation of identified risks (sea level rise, tsunami, etc).

As a minimum the report will include:

1. a ranking of the most common responses to each issue by broad stakeholder groups (eg. Regional Council staff, tourists, community members, business community)
2. a summary of the common themes identified across stakeholder groups
3. analysis of the areas of conflict or disagreement between stakeholders
4. identification of the issues/concepts raised considered likely to achieve outcomes for multiple stakeholder groups, and achieve two or more outcomes (e.g enhanced community use, protects heritage values, improves visitor experiences) and likely to result in a positive financial return.

Stakeholders will have at least two weeks to respond to the draft report, prior to the draft report being formally provided to the Department.

The final report will assist the Department in developing the Site Master Plan which will provide a basis for future site development and community use, including; identifying options for appropriate use of assets to provide both economic and community benefits, improved visitor amenity pedestrian and traffic management, zoning to facilitate appropriate commercialisation and risk preparedness and disaster planning. The Site Master Plan will focus carefully on options for improving the readiness and capacity of the site to manage the expected increased cruise ship arrivals to Norfolk Island once the refurbishment of Cascade Pier is completed in late 2017.

## Approach to Market (ATM) – Goods and Services

### **A.A.3(b) Security Requirements**

None Specified

### **A.A.3(c) Workplace Health and Safety**

Prior to commencement of the Contract, the Customer's Contract Manager and the Supplier's Contract Manager will identify any potential workplace health and safety issues and assign management of each issue identified to the party best able to manage it.

### **A.A.3(d) Delivery and Acceptance**

The Customer may accept or reject any deliverables under the Contract in accordance with the Commonwealth Contract Terms [Clause C.C.10]

<b>Item/Description</b>	<b>Delivery Date</b>
Draft Report	To be negotiated preferred prior to December 2016.
Final Report	2 weeks after receiving comments back from Department.

### **Delivery and Acceptance – Additional Instructions**

No Additional Instructions

### **A.A.3(e) Facilities and assistance offered by the Customer**

None Offered

### **A.A.3(f) Customer Material**

Not Applicable

## **A.A.4 Approach to Market (ATM) Distribution**

### **Distribution via Email**

This ATM and any updates will be distributed by email. Any questions relating to this ATM must be directed to the *Customer's Contact Officer* at A.A.6.

## **A.A.5 Lodgement Method**

### **Email**

Responses should be lodged via Email to:

Email Address: Norfolk\_Tenders@infrastructure.gov.au

Reference No: TERR14/0162-25

by the closing time specified above.

## **A.A.6 Customer's Contact Officer**

For all matters relating to this ATM, the Customer's Contact Officer will be the person occupying the position of:

Position: Tender Mailbox

Email: Norfolk\_Tenders@infrastructure.gov.au

## **Additional Contract Terms**

An executed contract will incorporate the Commonwealth Contract Terms and also the following Additional Contract Terms:

### **A.C.1 Intellectual Property**

The Supplier grants the Customer a fee free, non-exclusive, irrevocable, world-wide licence to exercise the intellectual property rights in the Material provided under the Contract for any purpose. The licence granted to the Customer under this clause includes a right to sub-licence those rights, including to the public under an open access licence.

The Supplier warrants that it is entitled to grant this licence; and that the provision of the Goods and/or Services and any Material under the Contract, and its use by the Customer in accordance with the Contract, will not infringe any third Party's intellectual property rights.

## **B CONSULTATION MEETINGS**

List of meetings held



**KAVHA****Meeting Schedule**

<b>SUNDAY 30 OCTOBER 2016</b>			
	<b>Who</b>	<b>Where</b>	<b>Contact details</b>
10.30	Shane Quintal & Graham Jackson Cemetery	NI Cemetery	

<b>MONDAY 31 OCTOBER 2016</b>			
	<b>Who</b>	<b>Where</b>	<b>Contact details</b>
9.00	Jodie Brown Contract Planning Manager NI Planning	Cell Block	<a href="mailto:Jodie.quintal@nirc.gov.nf">Jodie.quintal@nirc.gov.nf</a> Ph: +(6723) 23595 Mob: +(6723) 50929
10.30	Set up at No 11		
11.00	Duncan Evans, Transam	11QR	<a href="mailto:Manager@transam.nf">Manager@transam.nf</a> <a href="mailto:Duncan@endeavour.nf">Duncan@endeavour.nf</a> Mob: +6723 50286 Ph: +6723 22836
12.15	Rhys Walden + Andrew Umlauf Professional Golf Club	11QR	+24287 +50142
1.30	Lunch		
2.00 - 4.00	Drop In - Smudgy (painter) - Jene Keeping	No 11 Quality Row	
4.00	Graham White, President Lions Club	The Surgeon's Quarters	<a href="mailto:grimewhite@gmail.com">grimewhite@gmail.com</a> M 6723 52 708 W 6723 23 600





<b>TUESDAY 1 NOVEMBER 2016</b>			
	Who	Where	Contact details
10.00	Robin Adams, Mayor	11QR	<a href="mailto:mayor@nirc.gov.nf">mayor@nirc.gov.nf</a> +6723 50782
11.00	Lillian Mann Travel Norfolk and events organiser	11QR	<a href="mailto:ontour2011@hotmail.com">ontour2011@hotmail.com</a> +51784
PM	Mary Christian Balley	OMB Tent Embassy	
	Anita French	NMB	

<b>WEDNESDAY 2 NOVEMBER 2016</b>			
	Who	Where	Contact details
9.00	Trina Shepherd, Dep GM, NI Tourism Tania Anderson	11 QR	<a href="mailto:trina.shepherd@nirc.gov.nf">trina.shepherd@nirc.gov.nf</a>
10.00	Rhys Walden Landholder	11 QR	24287
11.00	Pauline and John Butler	11 QR	<a href="mailto:watermillvalley@norfolk.nf">watermillvalley@norfolk.nf</a>
12.00	David Buffett	11 QR	
1.00	Ron Nobbs	11 QR	5053
2.00 - 4.00	Drop In	No 11 Quality Row	
2.15	Louise and Matt	Outriggers	51181
	Lorrain Bataille		
	Allen (lease owner)		
	Myra (Elder)		
4.00	Cherri Buffett Natasha	11QR	53590 Cherrie 53181 Natasha <a href="mailto:oceanbuffcb@gmail.com">oceanbuffcb@gmail.com</a>
5.00	Lisa Richards Chris Nobbs	NGR	51434



<b>THURSDAY 3 NOVEMBER 2016</b>			
	Who	Where	Contact details
8.30	Mike Johnston	11 QR	
10.00	Cattle Association - Robin Adams, Candice Snell and Aaron Grace	11 QR	6273 50782
11.00	Gary Hargrave, Administrator	NMB	
12.00	Janelle Blucher, NI Museums Heritage Management Norfolk Island	11 QR	23788
1.00	Rachael, Brunti Tours	11 QR	
2.15	Rael Donde NI Accommodation and Tourism Assoc	Christian's Cave	5003
4.00	Gaye Evans	11 QR	
5.30	Council of Elders (Albert Buffett)	Centre for Democracy Taylor's Road	<a href="mailto:President@councilofelders.nlk.nf">President@councilofelders.nlk.nf</a> Advised of time constraint awaiting confirmation.
6.00-9.00	Open Forum 6.30-8.30pm	Sirius Room Paradise Hotel	

<b>FRIDAY 4 NOVEMBER 2016</b>			
	Who	Where	Contact details
9.00	Pixie Saxby & Boo Prentice Pinetours	11 QR	22424
10.00	David Magri	11 QR	50633
11.00	Rick Kleiner Personal Tours NI	11 QR	52880
12.30	Radio NI	New Cascade Road	
2.00 - 4.00	Drop In Arthur Evans	No 11 Quality Row	



## C WRITTEN SUBMISSIONS

List



<b>Who</b>	<b>Organisation</b>
Lillian and Ian Mann	Shiralee Executive Cottages
Chris Nobbs	Submission Comments re questionnaires.
Lisa Richards	
PJ Wilson	NI Cattle Association Inc
Janelle Blucher	Team Leader, Heritage Management Norfolk Island
Albert F Buffett	Chairman, Council of Elders
Rachael M Nebauer-Borg	AAlehou Island Explorer



## **D SURVEY PROCESS AND SUMMARY OF FINDINGS**

Questionnaire – Tourists

Questionnaire – Residents



## APPENDIX D

### SURVEY PROCESSES AND SUMMARY OF FINDINGS

To supplement the information collected from meetings with individual stakeholders, groups of stakeholders and the public forum held on Norfolk Island in the week commencing 29 October 2016, two separate surveys were also prepared. Online versions of these surveys were made available through the website [www.emaa.com.au](http://www.emaa.com.au). The survey forms could also be printed off and submitted as a hard copy or by email. Paper copies of the surveys were also made available at a number of venues on Norfolk Island, including at the public meeting held on Thursday 3 November.

Copies of the survey forms are included as part of this Appendix.

Most of the survey responses were submitted on paper forms, with the information provided then added to the electronic survey responses.

A total of 31 responses were received from residents of Norfolk Island, and 53 from tourists visiting the Island.

#### Summary of information from survey of Residents.

Key findings from the survey of Norfolk Island residents included:

- 58% of respondents saw KAVHA as a very important part of the overall tourism package offered by Norfolk Island and a further 29% saw it as important. Only 13% suggested that it was not important.
- 80% of the respondents generally visited KAVHA on 3 or more days each week, 7% visited on 2 days each week, 10% on one day per week and only 3% (1 respondent) visited on less than one day per week.
- When asked to rate areas within KAVHA as most important to tourists, the most highly rated sites or features were the cemetery, the landscape setting, the Museum at No. 10 Quality Row, the HMS Sirius Collection and the Pier Store Museum. The beach at Emily Bay was also identified as important.
- When asked to identify the area of KAVHA most important to the respondent, the cemetery was again identified as the most important feature, with the landscape setting, the Pier Store Museum and the HMS Sirius collection also identified as important along with the beaches and the Lions Club.
- Improved general facilities at KAVHA and improved access for residents were most frequently suggested as needed, followed by a cultural activity centre, a better tourism information centre, better café and restaurant options, better site interpretation and better access to convict records.
- There were also a number of general comments about the need to keep KAVHA in its natural state, opposition to new buildings and the need to reflect the Pitcairn history of the KAVHA site. There was support for the use of buildings in Quality Row for tourist accommodation, a suggestion that tourism efforts should not just be focussed on the cruise ship market, the need for better signage, and the need to support festivals and encourage sporting events and activities such as Bounty Day.
- 73% of respondents suggested that any charge for tourists to visit KAVHA should be less than \$20, while 27% suggested that an amount of \$20-\$30 could be considered. There were also comments suggesting the need to consider a one-off charge to cover multiple visits, to ensure that the charge did not deter visitors coming to the Island, and opposition to a "toll booth" type arrangement.
- A number of respondents emphasised the need for active use of the KAVHA site by local residents, and for the buildings to be occupied. The need to improve roads, parking and rubbish collection

arrangements were also included in the responses. Access issues for mobility impaired people was identified, and the need to protect the environment and wild life in the area.

## Summary of information from survey of Tourists.

A total of 53 individual responses were received from tourists, with most submitted on paper forms. These responses were then added to those provided electronically. Survey questionnaires were distributed by tourism operators, personal approaches to tour participants and to people awaiting flights at the airport. No cruise ship passengers were able to land on Norfolk Island at the time this survey was conducted, so it is assumed that all of the visitors surveyed had arrived by air. At the time that the survey was conducted there was a golf tournament on the Island, which may have potentially skewed some of the findings.

Results obtained included the following:

- 69% of respondents regarded KAVHA as “very important” to the package of tourism offerings on Norfolk Island, and a further 29% regarded KAVHA as “important”.
- 17% of respondents visited KAVHA on two days as part of their stay, and 79% visited KAVHA on 3 days or more.
- 41% visited KAVHA on 3 days or more as part of a tour group, while 32% only visited KAVHA on one day as part of a tour group. This 32% may have visited KAVHA as part of the free half day tour that is included with most accommodation bookings.
- The cemetery, the landscape setting and the Museum at No. 10 Quality Row were identified as being of greatest interest to respondents, but other sites and buildings within KAVHA were also highly rated. A number of respondents expressed disappointment at not being able to visit Government House.
- Suggestions for improvements included a better tourist information office, improved access to convict records, better café and restaurant options and improvements to restroom facilities. The need for on-site accommodation and better retail options were generally seen as of lesser importance. There were suggestions for improvements to parking, so that people could take photographs without cars in the way.
- A large number of respondents also commented favourably on the current use of KAVHA by local residents, and indicated that this was an important aspect of the cultural tourism experience. The importance of Kingston Pier to the local community was noted, and concern was expressed about erosion in the pier area.
- There were some comments about the poor quality of roads on the Island in general, and poor quality internet services. There was also an observation that if people arrived on a Saturday most of the sources of tourist information were closed for the weekend.
- 40% of respondents were travelling as a couple without dependent children, and 20% were travelling in a tour group.
- While most visitors to Norfolk Island are reported as being aged 60+, the main source of income for 34% of respondents was wages or salary and 11% had income from self-employment, while 32% nominated superannuation and 23% relied on a pension or benefit.
- 12% of those surveyed were staying on Norfolk Island for two to five days, while the remaining 88% were visiting for six to 14 days.
- For 80% of survey respondents, this was their first visit to Norfolk Island, but 100% of respondents said that they would recommend a visit to Norfolk Island to their friends and family.

# DEVELOPMENT OF A CONCEPT PLAN FOR A MASTERPLAN FOR THE KINGSTON AND ARTHUR'S VALE HISTORIC AREA (KAVHA)

## QUESTIONNAIRE FOR INDIVIDUAL RESIDENTS OF NORFOLK ISLAND

**Introduction:** As part of the development of a Site Master Plan for the Kingston and Arthur's Vale Historic Area (KAVHA), the EMA team have been engaged by the Dept. of Infrastructure & Regional Development to undertake consultations with key stakeholders, residents and tourists.

Through these consultations, views are being sought on ways to protect or enhance the natural and cultural values of KAVHA, and increase economic sustainability for both KAVHA and Norfolk Island. Findings from the consultations will feed into the development and refinement of a concept plan and Site Master Plan for KAVHA. Detailed discussions have also been arranged with key stakeholder groups.

The following questionnaire has been designed to gather additional information from individual **residents**. Respondents do not need to provide identifying information. Unless otherwise agreed in writing, the information provided in response to these survey questions will only be released in an amalgamated form, so that individuals' responses cannot be separately identified.

This survey has 11 questions and should take around 5 minutes. Please place a tick or cross against your response.

### Question 1

How important do you think that KAVHA is as part of the overall package of tourism attractions offered by Norfolk Island?

- Very important
- Important
- Not important
- Don't know.

### Question 2

On how many days in a week would **you** generally visit KAVHA?

- Less than once a week
- One day a week
- Two days a week
- Three or more days a week.

### Question 3

Are your visits to KAVHA generally linked to:

- Your employment
- Recreation, cultural or voluntary activities
- Accompanying visiting friends or relatives
- Other (please specify).





**Question 4**

Please rate the following KAVHA-related areas in terms of their importance **to tourists**.

	Very Important	Important	Not important	Don't know
Government House				
No 10 Quality Row - Museum				
No 9 Quality Row – Research Centre (inc convict records)				
HMS Sirius Collection				
Pier Store Museum				
Archaeological Museum				
The Gaol				
Cemetery				
Landscape setting				
Other (please specify)				

**Question 5**

Please rate the following KAVHA-related areas in terms of their importance **to you**.

	Very Important	Important	Not important	Don't know
Government House				
No 10 Quality Row - Museum				
No 9 Quality Row – Research Centre (inc convict records)				
HMS Sirius Collection				
Pier Store Museum				
Archaeological Museum				
The Gaol				
Cemetery				
Landscape setting				
Other (please specify)				



**Question 6**

Please rate the following suggestions for improvements to KAVHA-related facilities and services?

	Very Important	Important	Not important	Don't know
Improve general tourism office & information services at KAVHA				
General site interpretation improvements				
Improved access to convict records and history				
Include a cultural activity centre.				
Improved general facilities/access for residents				
Better café and restaurant options				
Better restroom facilities				
Better retail options				
On-site accommodation				
Improved road access				
Improved parking				
Improvements to water supply				
Improvements to electricity supply				
Improved rubbish management				
Improved lighting				
Other (please specify)				

Please provide any additional comments below, including any suggestions for additional attractions at KAVHA.



**Question 7**

Do you think KAVHA could be better used to increase tourism to NI, and if so, do you have any specific suggestions for additional uses or facilities?

**Question 8**

Do you have any suggestions or comments on local activities in the area that could have implications for tourist visits to KAVHA?

**Question 9**

How much do you think tourists would generally be willing to pay for visits to KAVHA?

- Less than \$A20 per adult?
- \$A20-\$A30 per adult?
- More than \$A30 per adult?

Do you have any other comments in relation to charging tourists (but not residents) to visit KAVHA?

**Question 10**

Are you aware of any other issues with the use, maintenance and management of KAVHA? If so, do you have any suggestions for improvements?



**Question 11**

Do you have any additional comments, suggestions or feedback (please include additional information below)?

THANK YOU FOR TAKING THE TIME TO RESPOND TO THIS SURVEY.

**Please return to:**

Mail to: Eric Martin & Associates  
PO Box 4699  
KINGSTON ACT 2604  
AUSTRALIA

Or email to: [eric@emaa.com.au](mailto:eric@emaa.com.au)



# DEVELOPMENT OF A CONCEPT PLAN FOR A MASTERPLAN FOR THE KINGSTON AND ARTHUR'S VALE HISTORIC AREA (KAVHA)

## QUESTIONNAIRE FOR INDIVIDUAL TOURISTS

**Introduction:** As part of the development of a Site Master Plan for the Kingston and Arthur's Vale Historic Area (KAVHA), the EMA team have been engaged by the Dept. of Infrastructure & Regional Development to undertake consultations with key stakeholders, residents and tourists.

Through these consultations, views are being sought on ways to protect or enhance the natural and cultural values of KAVHA, and increase economic sustainability for both KAVHA and Norfolk Island. Findings from the consultations will feed into the development and refinement of a concept plan and Site Master Plan for KAVHA.

This questionnaire has been designed to gather additional information from **individual tourists**. Respondents do not need to provide identifying information. Unless otherwise agreed in writing, the information provided in response to these survey questions will only be released in an amalgamated form, so that individuals' responses cannot be separately identified.

This survey has 12 questions and should take around 5 minutes. Please place a tick or cross against your response.

### Question 1

How important **for you** is KAVHA as part of the overall package of tourism attractions offered by Norfolk Island?

- Very important
- Important
- Not important
- Don't know.

### Question 2

On how many days during your visit to Norfolk Island have you visited KAVHA, or do you expect to visit KAVHA?

- One day
- Two days
- Three or more days
- Not applicable.

### Question 3

Of the days visiting KAVHA you identified in the previous question, how many of these were undertaken as part of a tour group?

- One day
- Two days
- Three or more days
- Not applicable.



**Question 4**

Please rate the following KAVHA-related areas in terms of their interest to you.

	Very Important	Important	Not important	Don't know
Government House				
No 10 Quality Row - Museum				
No 9 Quality Row – Research Centre (inc convict records)				
HMS Sirius Collection				
Pier Store Museum				
Archaeological Museum				
The Gaol				
Cemetery				
Landscape setting				
Other (please specify)				

**Question 5**

Please rate the following suggestions for improvements to KAVHA-related facilities and services?

	Very Important	Important	Not important	Don't know
Improve general tourism office & information services				
General site interpretation improvements				
Improved access to convict records and history				
Include a cultural activity centre.				
Better café and restaurant options				
Better restroom facilities				
Better retail options				
On-site accommodation				
Wider range of tours				
Other (please specify)				

Please provide any additional comments below, including any suggestions for additional attractions at KAVHA.



**Question 6**

Do you have any suggestions or comments on local activities in the area that could have implications for visits to KAVHA?

**Question 7** (Note: respondents may choose to identify with more than one of the above categories)

Are you travelling:

- As a sole traveller?
- As a couple or part of a family group without children under 18?
- As part of a family group with children under 18?
- With friends or as part of a social, sporting or business activity or group?
- As part of a package tour organised through a travel agent?
- On a day visit from a cruise ship?
- Other – please specify

**Question 8**

Is your main source of income:

- Wages or salary?
- Income from self-employment?
- Superannuation?
- Pension or benefit?
- Other (please specify)

**Question 9**

How long are you staying on Norfolk Island for this visit?

- One day or less
- Two to five days
- Six to 14 days
- 15 days or more

**Question 10**

Is this your first visit to Norfolk Island?

- Yes
- No

**Question 11**

Would you recommend a visit to Norfolk Island to your family and friends?

- Yes
- No



**Question 12**

Do you have any additional comments, suggestions or feedback (please include additional information below)?

THANK YOU FOR TAKING THE TIME TO RESPOND TO THIS SURVEY.

**Please return to:**

Mail to:

Eric Martin & Associates  
PO Box 4699  
KINGSTON ACT 2604  
AUSTRALIA

Or email to:

[eric@ema.com.au](mailto:eric@ema.com.au)





## E DISCUSSION PAPER



# KAVHA: CONCEPT PLAN FOR A MASTERPLAN A PLAN FOR ACTION AND THE FUTURE OF KAVHA

## DISCUSSION PAPER

### Background to the project

The Department of Infrastructure and Regional Development is preparing a Masterplan for the Kingston and Arthur's Vale Historic Area (KAVHA).

The first phase of the project involves the development of a concept plan with input from community consultation and presented in a report.

Although a World Heritage Site, KAVHA can change and evolve and new initiatives can occur. The end result needs to aim for the best conservation outcome.

### Outcomes

The expected outcomes will be:

- A report in 2016 for acceptance in early 2017;
- A program of implementation with some new initiatives commencing in 2017 with other mid and longer term actions in the following years; and
- A structured approach to a new phase of KAVHA working to an agreed Masterplan that will provide visitors with a unique experience and be more financially viable for all participants.

### The Team

Eric Martin and Associates has been engaged to undertake this phase of the project. EMA is joined by SGS Economic and Planning, an organisation with extensive experience in the creation of economic strategies to enhance urban and regional development and The Stafford Group who bring extensive commercial tourism experience.

Principal team members are:

- Eric Martin AM, (Eric Martin & Associates) an architect with 40 years' experience who has been working on Norfolk Island as architect, heritage consultant and access consultant since 1981;
- Clare Wall, (SGS Economics and Planning) who has considerable experience in the development of strategies through close cooperation with clients and stakeholders and who prepared the Economic Development Strategy for Norfolk Island, and
- Albert Stafford (the Stafford Group) who has undertaken similar projects on the Cook Islands and Lord Howe Island. His company is providing some advice to the NI Tourist Bureau.

### Context

KAVHA is on the World Heritage List as part of a serial listing of convict sites in Australia and as such has some of the best conserved examples of colonial buildings in Australia. Despite this many Australians are unaware of the significance of the site.

2015/16 visitor numbers were about 28,000, mainly flown in by the 5 flights per week and one additional flight per week at peak times.

It is understood that the average age of visitors is 60+.

Apart from the Museum, the site does not have a significant revenue base other than government contributions.



## Existing Information

The following existing reports have been considered and can be accessed through [www.emaa.com.au](http://www.emaa.com.au) :

GML, *Kingston and Arthur's Vale Heritage Area Heritage Management Plan 2016*

SGS, *Norfolk Island Economic Development Strategy, 2015*

Ashley Fuller & Associates, *A Tourism Strategy for the Kingston and Arthur's Vale Historic Area, 2011*

ACIL Tasman, *Norfolk Island Economic Development Report, 2012*

Joint Standing Committee on the National Capital and External Territories, *Same Country, Different World, 2014*

ANAO, *Audits of the Financial Statements of Australian Government Entities for the period ended 20 June 2015*

Deloitte Access Economics, *Norfolk Island Government Business Analysis – Phase two analysis, 2014*

## New Information Gathered

Consultation with Carnival Cruiselines indicates that they believe they could attract 100,000 visitors per year to Norfolk Island with a weekly visit of 2,000 people after Cascade Pier is upgraded and special larger tenders are provided to transport visitors from ship to pier. A lead time of about 18 months is required. Visitors could spend a day on the Island returning to the ship in the late afternoon.

Explorer Cruises and other cruise lines are also potentially interested provided Norfolk Island and KAVHA can provide the experiences desired by their patrons.

Additional air flights can be provided if the demand exists. Visitors who fly in tend to stay 7-10 days and enjoy a more relaxed exposure and opportunity to explore the Island.

The following reports have been prepared as part of this project:

*KAVHA HMP 2016, HMP extracts re Tourism*

*Review of Existing Information*

*Current Building Usage*

These can be accessed at [www.emaa.com.au](http://www.emaa.com.au).

Consultation has occurred with similar projects including:

Parks Australia, Norfolk Commonwealth Marine Reserve, Pilot Tourism Project.

## KAVHA Heritage Management Plan (HMP) Tourism Aspects

The Heritage Management Plan (HMP) dated April 2016 is a final report but is defined as 'draft' while it awaits ministerial approval. This current version will be used for this study.

The HMP is a document that guides all actions that may occur in KAVHA to protect the heritage values. It clarifies issues to address.

The Masterplan is a vision for the future and the HMP is a document that assists the process.

The HMP establishes that there should be sustainable tourism which involves balancing environmental, cultural, social and economic demands to deliver intergenerational equity.

The HMP outlines five key principles in relation to sustainable tourism on Norfolk Island:

- Tourism should provide positive and engaging visitor experiences which communicate heritage values



- Tourism should support local traditions
- Tourism should provide benefits to local people
- Tourism at the KAVHA site should minimise impacts on heritage values
- The tourism industry should be contributing partners in the conservation and management of the KAVHA site.

The HMP states the tourism objective as:

*Tourism within the KAVHA site will be managed to provide visitor experiences that exceed expectations, minimise site impacts and deliver benefits for local people through collaborative partnerships with the tourism industry.*

The HMP details key strategies under the following headings:

- Sustainable tourism
- Visitor experience
- Conservation
- Community benefits
- Communication of heritage values
- Industry partnership.

Key recommendations are contained on p134 of the HMP.

## Site Management Objectives

These include:

- Promoting economic development on Norfolk Island;
- Providing a sustainable revenue stream for KAVHA: such as proposing efficient, non-intrusive, methods for imposing (non-resident) site entry charges, considering mechanisms for those commercial operators who current use the site to contribute to its ongoing maintenance and care, and other opportunities for private sector involvement in the site;
- Improving the capacity of the site to manage the expected increase in cruise ship arrivals to Norfolk Island once the refurbishment of Cascade Pier is completed in late 2017;
- Conserving the site's significant heritage values;
- Improving the quality and range of authentic experiences for visitors;
- Ensuring KAVHA remains relevant and accessible to the local community; and
- Examining options to utilise buildings on the site for commercial, not for profit and community purposes.

## Consultation

This is an essential part of developing the Masterplan and the intention is that there be wide-ranging engagement with all stakeholders and parties with an interest in the future of Norfolk Island. The consultation will include a variety of methods including:

- Meetings/discussions with businesses, organisations, interested groups and individuals while the team is on Norfolk Island from 29 October to 5 November 2016.
- Opportunities to provide suggestions and comments direct to Eric Martin & Associates by email or other means.
- Opportunities to contribute ideas, comments via social media.
- Surveys of visitors and the community using a questionnaire.



Some areas to be explored are:

- How to ensure KAVHA provides a unique experience for visitors but meets community needs
- How to engage with NI businesses to maximize visitor experience of KAVHA.
- What are the strengths, weaknesses, opportunities and constraints and how to overcome the negative aspects and build on the positive.

Some of the issues to be considered and reported on include:

- **Enhancing community access to KAVHA**

1. What are the priority improvements to infrastructure/open space required/desirable to enhance community use and access to the KAVHA site?
2. What are the new opportunities for the community to engage with the site that could be considered when planning for the future?
3. Are there appropriate community uses for any, including those currently occupied, of the building assets within KAVHA – what are they/which assets could be used? In what ways could these uses contribute to the other management objectives for KAVHA?

- **Improving visitor experiences, amenity and economic returns**

1. What are the priorities for improving site orientation for visitors?
2. What are the priority visitor facilities and amenities, including those to accommodate the expected increase in cruise ship passenger arrivals?
3. Are there alternate uses for the existing assets that may enhance visitor experiences?
4. What are the new or emerging commercial opportunities that should be planned for?
5. How can commercial operators contribute to the ongoing maintenance and care of the site?
6. What are the opportunities for the private sector to invest?
7. How best to maintain quality of experience?
8. Opportunities for new experiences to be explored.

- **Heritage Conservation**

1. What are the major threats or risks to the heritage values of the site perceived by stakeholders – how can these be mitigated?
2. What are the features of the site that stakeholders are most satisfied with? How can these features be retained while still achieving the other objectives?

- **Landscape and natural values**

1. What are the values of the setting that stakeholders value the most?
2. What are the perceived risks to natural values – how might these be mitigated?
3. Are there other ways/events that could be considered to capitalise on natural and landscape values?

24 October 2016



## **F SUMMARY PAPER**

Short and Long Versions



## DEVELOPING THE CONCEPT PLAN FOR THE KAVHA MASTERPLAN

Eric Martin and Associates has been engaged to prepare a concept plan for a masterplan for the Kingston and Arthur's Vale Historic Area. EMA is joined by SGS Economics and Planning and The Stafford Group.

Eric Martin (EMA) and Clare Wall (SGS) will be on Norfolk Island from 29 October to 5 November 2016 to consult with people and organisations interested in contributing to the development of this plan.

When the work at Cascade Pier is completed and new tenders are purchased to improve the transfer of passengers it is expected that there will be an increase in the number of cruise ships stopping at Norfolk Island and the number of day visitors to the Island.

The Heritage Management Plan (HMP) endorsed earlier this year establishes that there should be sustainable tourism which involves balancing environmental, cultural, social and economic demands to deliver intergenerational equity.

The HMP outlines five key principles in relation to sustainable tourism on Norfolk Island:

- Tourism should provide positive and engaging visitor experiences which communicate heritage values
- Tourism should support local traditions
- Tourism should provide benefits to local people
- Tourism at the KAVHA site should minimise impacts on heritage values
- The tourism industry should be contributing partners in the conservation and management of the KAVHA site.

The HMP states the tourism objective as:

*Tourism within the KAVHA site will be managed to provide visitor experiences that exceed expectations, minimise site impacts and deliver benefits for local people through collaborative partnerships with the tourism industry.*

It details key strategies under the following headings:

- Sustainable tourism
- Visitor experience
- Conservation
- Community benefits
- Communication of heritage values
- Industry partnership.

### Site Management Objectives

The Masterplan looks specifically at the issues and opportunities for the development of KAVHA. These site management objectives are:

- Promoting economic development on Norfolk Island;
- Providing a sustainable revenue stream for KAVHA: such as proposing efficient, non-intrusive, methods for imposing (non-resident) site entry charges, considering mechanisms for those commercial operators who current use the site to contribute to its ongoing maintenance and care, and other opportunities for private sector involvement in the site;
- Improving the capacity of the site to manage the expected increase in cruise ship arrivals to Norfolk Island once the refurbishment of Cascade Pier is completed in late 2017;
- Conserving the site's significant heritage values;



- Improving the quality and range of authentic experiences for visitors;
- Ensuring KAVHA remains relevant and accessible to the local community; and
- Examining options to utilise buildings on the site for commercial, not for profit and community purposes.

## Consultation

This is an essential part of developing the Masterplan and the intention is that there be wide-ranging engagement with all stakeholders and parties with an interest in the future of KAVHA. The consultation will include a variety of methods including:

- Meetings/discussions with businesses, organisations, interested groups and individuals while the team is on Norfolk Island from 29 October to 5 November 2016.
- Opportunities to provide suggestions and comments direct to Eric Martin & Associates by email or other means.
- Opportunities to contribute ideas, and comments via electronic or paper survey forms.
- Opportunities for further comment on general views expressed at the consultations, which will be posted on the EMA website.

Some areas to be explored are:

- How to ensure KAVHA provides a unique experience for visitors but meets community needs.
- How to engage with NI businesses to maximize visitor experience of KAVHA.
- What are the strengths, weaknesses, opportunities and constraints and how to overcome the negative aspects and build on the positive.

Some of the issues to be considered and reported on include:

- **Enhancing community access to KAVHA**
  1. What are the priority improvements to infrastructure/open space required/desirable to enhance community use and access to the KAVHA site?
  2. What new opportunities for the community to engage with the site could be considered when planning for the future?
  3. Are their appropriate community uses for any of the buildings within KAVHA including those currently occupied – what are they/which assets could be used? In what ways could these uses contribute to the other management objectives for KAVHA?
- **Improving visitor experiences, amenity and economic returns**
  1. What are the priorities for improving site orientation for visitors?
  2. What are the priority visitor facilities and amenities, including accommodation of the expected increase in cruise ship passenger arrivals?
  3. Are their alternate uses for the existing assets that may enhance visitor experiences?
  4. What are the new or emerging commercial opportunities that should be planned for?
  5. How can commercial operators contribute to the ongoing maintenance and care of the site?
  6. What are the opportunities for the private sector to invest?
  7. How best to maintain quality of experience?
  8. What opportunities for new experiences are there to be explored?
- **Heritage Conservation**
  1. What do stakeholders perceive as the major threats or risks to the heritage values of the site– how can these be mitigated?





2. What features of the site are stakeholders most satisfied with? How can these features be retained while still achieving the other objectives?

- **Landscape and natural values**

1. What values of the setting do stakeholders value the most?
2. What are the perceived risks to natural values – how might these be mitigated?
3. Are there other ways/events that could be considered to capitalise on natural and landscape values?

A more detailed discussion paper and other supporting material are available at [www.emaa.com.au](http://www.emaa.com.au) and copies will be available for viewing when the team are on the island.

Comments, submissions and invitations to meet are most welcomed by the team.

Eric and Clare will be based at No 11 Quality Row and are available to meet with any organisation group or individual, from 31 October to 4 November 2016 here or at venue preferred by others. People are invited to drop in between 2 and 4pm on Monday, Wednesday or Friday. Outside these hours Eric and Clare will be holding scheduled meetings either here or at another agreed venue. Please email us at [eric@emaa.com.au](mailto:eric@emaa.com.au) or phone on 1100 612 6260 6395 to set up a meeting. Comments, submissions and ideas can also be sent to this email address or discussed directly with Eric on this number.

Islanders and visitors are also invited to respond to a questionnaire which will be loaded onto the website in the week commencing 24 October 2016. Hard copies of the questionnaire will be available from No 11 Quality Row between 30 October and 4 November 2016.

There will be a general open forum on Thursday 3 November 2016. Timing and location details will be notified on [www.emaa.com.au](http://www.emaa.com.au), advertised in the Norfolk Islander and posted on the door at No 11 Quality Row.

Eric Martin AM

20 October 2016



## A MASTERPLAN FOR KAVHA

Eric Martin and Associates has been engaged to prepare a concept plan for a Masterplan for the Kingston and Arthur's Vale Historic Area. EMA is joined by SGS Economics and Planning and The Stafford Group.

When the work at Cascade Pier is completed and new tenders are purchased it is expected that there will be an increase in the number of cruise ships stopping at Norfolk Island and the number of day visitors to the Island.

The purpose of the Masterplan is to ensure that the benefits of extra tourism flow through to KAVHA while protecting the heritage values of the site.

Consultation with Norfolk Islanders is an essential part of developing the concept plan and the intention is that there be wide-ranging engagement with all stakeholders and parties with an interest in the future of KAVHA.

Eric Martin (EMA) and Clare Wall (SGS) will be on Norfolk Island from 29 October to 5 November 2016 providing opportunities for people and organisations interested in contributing to the development of this plan to meet with them - individually, as interest groups and in general forums - to discuss the opportunities and issues to be considered in the development of the Masterplan. Comments, submissions and invitations to meet are most welcomed by the team.

Eric and Clare will be based at No 11 Quality Row and will be available between 2 and 4pm on Monday, Wednesday and Friday for people to drop in and discuss the project. Outside of these times they will be scheduling meetings with individuals and organisations either at Quality Row or a venue that is more suitable for the participants. Please email us at [eric@ema.com.au](mailto:eric@ema.com.au) or phone on 1100 612 6260 6395 (between 8am and 6pm) to set up a meeting. Comments and submissions can also be provided via email or by calling on this number and talking directly to Eric.

There will be a general open forum on Thursday 3 November 2016. Timing and location details are currently being finalized and a notification will be placed on the EMA website [www.ema.com.au](http://www.ema.com.au), in the Norfolk Islander and posted on the door of No 11 Quality Row.

Islanders and visitors are invited to respond to a questionnaire which will be loaded onto the website early in the week commencing 24 October 2016. Hard copies of the questionnaire will be available from No 11 Quality Row between 30 October and 4 November 2016.

Background information to the project and the issues to be considered can be found at [www.ema.com.au](http://www.ema.com.au). This information includes a discussion paper with a number of more detailed supporting documents.

Eric Martin AM

20 October 2016



## KAVHA CONCEPT PLAN

I would like to thank all Norfolk Islanders who contributed to the consultation last week. The ideas and thoughts provided were varied and will be useful for our consideration in developing a Concept Plan for a Masterplan for KAVHA. The Masterplan will stimulate the use of the area for visitors and the community and hopefully make it more sustainable.

Any further comments are welcomed. I'd appreciate it if these could be submitted by 18 November 2016 to [eric@ema.com.au](mailto:eric@ema.com.au). Other contact details are available on our website [www.ema.com.au](http://www.ema.com.au).

Eric Martin AM  
*Director*

Eric Martin & Associates

10 November 2016



## G KAVHA CURRENT USAGE OF BUILDINGS



**KAVHA****Current Usage of Buildings**

as at August 2016

Government House including garage, stable and outbuildings	Administrator's Residence
No 1 Quality row	Golf Club
No 5 – 8 Quality Row	Residences (1 occupied)
No 9 quality Row	Research Centre
No 10 quality Row	Museum House
No 11	Vacant offices at front; 3 rooms at back (2 used - kitchen and Administrator's office storage), public toilets, oval
Old Military Barracks	Main Building – Court Room on ground - vacant on first
	Three other buildings – vacant
	Magazine – unused
New MB	Main Building – Norfolk Island Regional Council
	Officers' Mess – Administrator Office
	Outbuilding – Norfolk Island Regional Council and toilets
	Guard House – Norfolk Island Regional Council
	Magazine – unused
All Saints	Church
	Basement - Archaeological Museum
Surgeon's Quarters	Lions Club
Surgeon's Kitchen	Unused
Pier Store	Museum
Settlement Guard House	Museum
Engineer's Office	Bookshop
Stables	Toilets
Single Boat Shed	Boat shed
Double Boar shed	Maintenance workshop and boat shed
Munna's	Norfolk Island Regional Council
Blacksmith's	Norfolk Island Regional Council
Protestant Chapel	Sirius Museum



The remainder are ruins and available for inspection, some with protective roofs.

There are two toilet/change rooms.

Other uses include:

- Cemetery – convict to current
- Golf Course
- Oval
- Emily Bay
- Slaughter Bay
- Pier
- Flagstaff Hill
- Whole area general recreation/use.



## H CONSULTATION - SUMMARY OF COMMENTS



## APPENDIX H

### COMMENTS, SUGGESTIONS AND IDEAS FOR KAVHA FROM CONSULTATIONS

The following are a collection of comments, ideas and suggestions for KAVHA offered during the consultation phase. These have been collated under the following headings:

- KAVHA Management
- NI Community Use
- Commercial Operations
- Buildings
- Open Areas
- Cruise Ships.

Note that there are some differences of opinion in the views expressed by different stakeholders. Some views and suggestions relate to areas broader than just KAVHA, and some may be considered inconsistent with the provision in the 2016 HMP.

#### KAVHA Management

1. Maintenance of all buildings and archaeological sites is essential for conservation and best visitor experience. These sites are the primary reason many visitors come to the Island.
2. Set up a separate statutory authority to manage all of KAVHA. Do not complicate approval and other processes.
3. Before any additional NSW legislation that has implications for KAVHA is applied, establish an Advisory Committee and impact assessment process. Ensure that new legislation takes into consideration the Community Strategic Plan and the culture of the Island.
4. Clarify current planning and legislative approval processes eg arrangements for renewal of leases at KAVHA, and whether the current Administrator will continue as Chair of the KAVHA Advisory Committee when he is no longer Administrator. There are also problems with current laws if a cow on the road is hit by a car.
5. Cemetery conservation (including headstone maintenance), archival recording and interpretation are essential and need expansion.
6. It would be good to put all the collections in one building and move collection material out of the Pier Store. The present conditions for maintaining and presenting the collections are poor.
7. Museums are currently only open from 11 AM – 3 PM, which limits some tours.
8. Encourage greater use of All Saints Church and grounds, eg for country gospel music. Currently the Commonwealth pays to maintain this Church, but does not receive any recompense. There needs to be a plan for maintenance and improvements to parking provisions inside the compound. There is also asbestos in this building.
9. Consider risks associated with housing museum material at KAVHA if there is a tsunami.
10. Charge tourists a fee to enter/use KAVHA or have them pay for value added activities such as merchandise, seeing an audio visual presentation or visiting a museum. Tourist operators using KAVHA could be asked to pay a fee for each visitor, or an annual license fee. Appropriate arrangements for operators of small tours would need to be considered.
11. Consider the possibility of sharing proceeds of an incoming visitor tax between the NI Council and KAVHA. This could help Council to pay for resealing of the airport tarmac in 2020.
12. Ensure all KAVHA tour operators are accredited to maintain consistency and accuracy of the history/story told.
13. Give individual settlement periods a name not a number. Suggest refer to Polynesian, Colonial, Penal and Pitcairn settlements.
14. Introduce a rental charge for all users of KAVHA, and also charge users for commercial photo shoots, etc.



15. One stakeholder considered that it would be more appropriate to raise funds through better use of current buildings or the building of a new resort, than through charging tourist operators.
16. Undertake reconstruction/adaptive reuse of iconic structures such as Salt House, Crank Mill and the Water Mill.
17. Expand and improve interpretation. Do not confuse presentation by locating two signs together. Ensure all aspects are covered. Discrete signs could include on-site photos of former buildings. There are "layers of history" that need to be represented across the site. The structure currently labelled as "Officers Bath" was not used for this purpose but for firefighting. This is described in Anderson's Report.
18. Develop better website for KAVHA with links to other 10 convict sites in the serial listing and cross promote.
19. Improve IT, noting that IT technology in NI is currently way behind other parts of Australia and there is a lack of cohesive action to address this.
20. Burials should remain free, consistent with long-standing cultural practice.

## **NI Community Use**

1. Increase use of KAVHA by locals with increased opportunities for use of facilities. If this is wanted and will benefit the community, make it work.
2. The Golf Club be permitted to expand to a 12 hole course. The three extra holes could be created by using the reserve to the east of the course and south of the cemetery. In addition, the Golf Club greenkeepers shed is currently half on reserve land and half on land that is designated for a public road. There is a need to clarify how this can be resolved.
3. Remove restriction on Lions Club lease and enable the use of the club as widely as possible for a modest fee and some return to KAVHA.
4. Expand change facilities at Emily Bay through the addition of an outdoor shower.
5. Provide a small kiosk at Emily Bay, a children's playground and better shade over BBQs.
6. Permit shed for outriggers in Emily Bay.
7. Long terms rentals should be possible.

## **Commercial Operations**

1. Make greater use of Prisoners Barracks for special and unique events.
2. Expand scope of major/unique events such as:
  - Opera in the Compound
  - Festivals like food festivals
  - Vivid Norfolk Island (illumination of the buildings)
  - Concerts in the Compound
  - Outdoor Movies (eg at the old gaol site)
  - Ghost tours/possible sleepovers (aimed at school groups)

The aim should be to enable events to happen. Insurance issues will need to be resolved at minimum cost. There is currently a need for \$20 million public liability insurance which can be prohibitive.

3. Simplify arrangements for permits. There are currently different permits required for regular events and special events such as festivals. Also a need to get a permit from Forestry (at the Works Depot) for the area near Emily's Beach.
4. Coffee shop/café should be possible at REO, N<sup>o</sup> 9 or another site. Note the need for a loyal local clientele if a café is going to do well.
5. Provide for a restaurant/café in the REO area with an outside deck so that people can sit and look over the sea.
6. Encourage and market Norfolk Island as a venue for weddings and commercial photo shoots, and enable ceremonies/photographs at key locations in KAVHA.

7. Support NI as a conference venue, for conferences with up to 500 attendees (the ideal conference size is around 200).
8. Encourage special tourist events/tours such as fish fries, breakfasts etc within KAVHA. It would be good to have access to Wentworth Cottage and the Surgeons Quarters.
9. Use N<sup>o</sup> 9 as a restaurant including full use of kitchen and make better use of the entire house.
10. Provide for an eating place and bar in the vicinity of Emily Beach. Boatshed has previously been used for dinners.
11. Promote conservation skills. Include works team activities as part of a "Conservation in Action" tour. Hold specialist training workshop akin to that offered at Longford in Tasmania.
12. The Blacksmith's compound could be used for "Working Settlement" tours, showing past and present practices. The Museum has previously organised similar activities.
13. Use the Pier area for talks about maritime history of the Island, including the lighterage story.
14. Provide for visits to the outbuilding behind the Surgeon's Quarters at night.
15. Establish a bicycle rental to enable easy movement around KAVHA.
16. Consider issues associated with the timing of tours, eg it can be very hot visiting the cemetery in the middle of the day.
17. Address the need to attract more visitors during winter.
18. Attract more school groups, conferences and groups with special interests to visit NI, such as historic gardeners.
19. Provide for activities such as the croquet tournament that is held each year on the football field.
20. Provide for tours and information on small island democracy, including NI history back to 1856 when women had a vote in NI before this occurred elsewhere.
21. Draw attention to history of Masonic culture on the Island, and attract visitors with an interest in this history.
22. Draw on the resources of Tourism Australia, including linking with their PR activities, and ability to access the world market.
23. Address concerns that a handful of tour operators currently "get the cream" from tourism-related activities at KAVHA.

## Buildings

1. Need for a Visitors Hub/Information Centre as a point of focus and departure of guided/self-guided walking trips and tours, shop to include KAVHA-related merchandise and local produce, information centre for KAVHA and possibly a café/restaurant. Suggestions included a Visitors Centre at the closest entrance to Burnt Pine, such as the Guard House. An alternate suggestion was for the REO café and boat shed sites to be used for a Visitors Centre. It would be preferable not to erect new buildings.
2. Create NMB as a hub for Museums (move from Pier Store) **and the Information/Visitors Centre for KAVHA** but retain Sirius Museum, Archaeological Museum and No 10. Transfer the research centre from N<sup>o</sup> 9 to NMB.
3. Consider using the Golf Club for distribution of visitor information, as this venue is currently staffed 7 days a week, while other venues are not.
4. Purpose build a new building for the Sirius collection on the hospital corner, and gather together Sirius artefacts currently included in separate collections (including places other than NI). There is currently an HMS Sirius sign on the wall at Slaughter Bay.
5. Quality Row Houses N<sup>o</sup> 5 to N<sup>o</sup> 8 could be turned into high end/luxury accommodation. They may need some bathroom and kitchen upgrades as many have 1970s fitout.
6. Long term reconstruction of No's 2 and 3 Quality Row as high end/luxury accommodation (subject to a feasibility study). People can currently go into these buildings at any time, as KAVHA is open 24 hours a day.
7. Buildings along Quality Row could be used for tourist accommodation for visiting golf players or for a health spa.

8. High end/luxury dinners and commercial functions could be held at Government House. This could be arranged through tour operators. Government House could also be used as an Interpretive Building for the colonial/penal period.
9. Potential for greater use of the guest wing at Government House. This could be made to work in association with other additional uses of Government House. If Government House is no longer occupied by the Administrator it could be converted to a hotel.
10. Convert NMB and/or OMB to accommodation/hotel, and Officers Mess building could be conference/meeting facilities.
11. Concern about damage to the heritage fabric of the OMB given its current use as a protest site. Also concern about personal safety of people seeking to access this building.
12. Reconstruct Prisoners Barracks in compound as accommodation/hotel or as entertainment area for business functions or as function rooms.
13. Relocate Administrator's office into OMB.
14. Develop OMB as the centre for administration by co-locating the Administrator, the Court and some staff, and possibly the Council Chambers and Mayor's Office.
15. Consider use of OMB as a community arts centre, including painting, weaving, quilting, etc.
16. Address concerns about removal of the NI administrative function from KAVHA, which was not envisaged in the 2015 HMP. Putting community governance functions, including those that have been recently extracted, back in KAVHA would generate activity. Artefacts not currently being used by the NI Advisory Council are being stored in a shed at Burnt Pine.
17. Give more attention to the role of the crank mill including its history and use as a site for building whaleboats.
18. At least one stakeholder expressed concern about historic buildings being turned into tourist facilities, and another stakeholder expressed concern about seeing some buildings at KAVHA not being used.
19. Permit pop up businesses for peak periods/activities.
20. On the toilet block site there could be a gym that could be used by the community.
21. Develop Friends of the Museum [and/or Friends of KAVHA?].
22. Set aside space for small conferences and for functions such as wedding receptions.
23. Watermill property could be used as an information centre as it is at the entry to KAVHA. Consider reconstruction of the watermill.

## Open Areas

1. Cattle grazing – suggestions were both to retain cattle grazing as currently exists with some suggesting removal of all cattle.
2. Remove contaminants from creek and investigate potential sources from areas outside KAVHA including the treatment facility near airport. Implement measures to ensure no further contamination occurs.
3. Create walking and cycle tracks throughout KAVHA and ensure they are safe and suitable, with consideration given to lighting for night time use. Improve the steps that currently form part of the walk to Flagstaff (these steps are poorly spaced, and a separate pathway has been formed adjacent to the steps). Also improve the walking path to the Bounty Bridge. There is also a need for a better track around Slaughter Bay, and for a paved pedestrian precinct around REO.
4. Open up KAVHA ruins on private land with appropriate arrangements eg the silos.
5. Ensure services are and remain in good condition (electrical, data, water, sewer and stormwater). There was a suggestion that a site for a "hidden" sewerage treatment plant could be identified, eg a building at the back of Government House, linked to a pumping station up the hill.
6. Maintain roads in good condition.
7. Rationalize vehicle traffic and manage parking. Encourage walking and perhaps make bicycles available for rent. Close or limit access to areas where structures are at risk, including the Bounty Street Bridge. There is a need for posts, bollards, and rails to control traffic and pedestrian movement, including people driving between the pier and the crankmill. When considering parking and access take into account the average age of tourists – currently over 60. Note that "locals are used to parking where it is convenient".

8. Put a fence around the area where early occupation occurred by the Polynesians. Polynesian people from NZ have been sad to see their history neglected. Research has indicated that the early Polynesian settlers were here for around 200 years, with a population of up to 400.
9. The KAVHA viewshed needs to be protected and vistas maintained eg "if I stand at QE lookout I don't want to see a new hotel building".
10. Develop a Landscape Management Plan and control location of Norfolk Island Pine and other trees/plantings to enhance heritage values.
11. Develop a plan and identify funds to deal with noxious weeds, particularly Hawaiian Holly. Feral chooks are also a problem.
12. Extend definition of Blyth Street.
13. All landowners in KAVHA to be charged rates, consistent with provisions applying elsewhere on the Island. Any incentives or offsets be toward conserving heritage values such as landscape management, conservation of ruins etc.
14. Ensure all toilets are in good condition and suitable. Some upgrade is essential. Clearly identify the location of all. Some rationalisation may be possible. [Emily Bay (2 off), Slaughter Bay, Prisoner's Compound, REO stables, All Saints, NMB, OMB, N<sup>o</sup> 9, No 11 (Staff only N<sup>o</sup> 10, REO and Cemetery), Golf Club and Lions Club]. Consider relocating the green toilet block, as this is an example of what should not be built at KAVHA.
15. Cost of sand is high. It should be free if used in KAVHA for conservation work.
16. Lighting at the Bar B Q area would extend evening use of the Salt House and Emily Bay.
17. Take care re lighting and impact on environment, effect on birds etc. Also acknowledge that one of the attractions of NI is its dark sky at night.
18. Upgrade Kingston Pier and dredge an access channel.
19. Improve information and signage, eg visitors may be unaware that they are not allowed to kill fish in specific areas.
20. Improve rubbish removal arrangements eg distribution of "boomerang bags".
21. The R C Clergyman's garden could be made a feature.

### **Cruise Ships**

1. Cruise ships to be encouraged, and steps taken to enable their patrons to easily access the Island's attractions, particularly KAVHA.
2. Current average age on cruise ships is around 45. Average age of people coming to NI by plane is 60+ with some 75+.
3. There is currently a dilemma about setting up markets in Kingston for cruise ship days, as around 2/3 of the time ships cannot unload.
4. Take into account that for a period of around 6 weeks during Feb/March/April there is an easterly wind of up to 15-20 knots, and that during this period it may not be possible for the larger cruise ships to use Kingston or Cascade Piers, even following upgrades.
5. There may be better opportunities for tourism at KAVHA if ships can land passengers there, rather than at Cascades.
6. Note that Carnival Cruises is a big organisation and that this needs to be taken into account when their requests are being considered.

## I ANNUAL EVENTS



## NORFOLK ISLAND CALENDAR OF EVENTS

Event	Date	Location
<b>Monthly</b>		
Government House Charity Open Day	14 September 26 October 9 November 7 December 11 January 15 February 8 March 19 April 17 May 7 June	Quality Row
<b>September</b>		
Spring Ukelele Festival	9-18 September	various
NI Trans-Tasman Junior Outriggers	26-29 September	NI
<b>October</b>		
Theatre Festival	4-8 October	The Theatre in Ferny Lane
Gardeners and Gourmet Delight Tour	7-14 October	NI
Belinda Biggs Painting	7-14 October	various
Fly in Model Aero	8-15 October	NI
Quilters Getaway	21-31 October	Various
Golf Tournament, Governor's Cup	31 Oct – 4 Nov	Kingston
<b>November</b>		
History Lovers Tour	4-11 November	Various
NI First Settlement Dinner	5 November	Heritage Hill Resort
Masters Squash Tournament	7-11 November	Ferny Lane
Food Festival – Taste of Norfolk Island	28 Nov – 2 Dec	Various
<b>December</b>		
Pistol Shoot Championships	4-8 December	Anson Bay
Norfolk Jazzes it up	5-8 December	Various
<b>January</b>		
NIL		
<b>February</b> Kingston Beaches		
NI Conservation Project Wild Mob	3-11 February	NI
International Clay Target	5-10 February	Anson Bay
Vets Golf Tournament	13-17 February	Kingston
South Pacific Bowls Pairs	20-14 February	Taylor's Road
<b>March</b>		



Foundation Day	6 March	Kingston Beaches
Outriggers Canoe Challenge	29 March – 1 April	Kingston and Cascade
<b>April</b>		
Vets Tennis Tournament	14-25 April	Queen Elizabeth Avenue
Autumn Ukulele Festival	25-30 April	NI
<b>May</b>		
Heritage Bounty Fours Bowls	1 - 6 May	Bowling Club
Country Music Festival	15 – 20 May	Various
<b>June</b>		
Bounty Day	8 June	KAVHA
<b>July</b>		
NIL		
<b>August</b>		
Social Croquet Tournament	21-24 August	Kingston Oval
Golf Club Classic	20-25 August	Golf Club
<b>September</b>		
NIL		
<b>October</b>		
Royal A& H Show Day	9 October	Rawson Hall, Taylors Road
<b>November</b>		
Thanksgiving Day Public Holiday	29 November	NI

Source:

<http://www.norfolkisland.com.au/things-to-do/calendar-of-events>



## Regular Events:

### Annual

Triathlon  
Round the Island  
Relay Outrigger Canoe  
Challenge Food  
Festival  
Country Music Festival (May)  
Bounty Day (8 May)  
Jazz Festival (December)  
Taste Food Festival (November)  
Thanksgiving Day (November)

### Monthly

Government House Charity Open Day

### Weekly

Saturday Farmer's Market  
Sunday Arts and Craft Market  
Sunday Church Service "sing-a-long" to traditional island hymns  
Watch island weaving and hat making (wed)  
Housie/Bingo (Monday night at the Paradise Hotel)

### Unique

Bird watching- Philip Island is a sea bird sanctuary (tours)  
Green Parrot (rare)  
Boobook Owl

### Sources:

<http://www.norfolkisland.com.au/experiences/101-things-to-do>

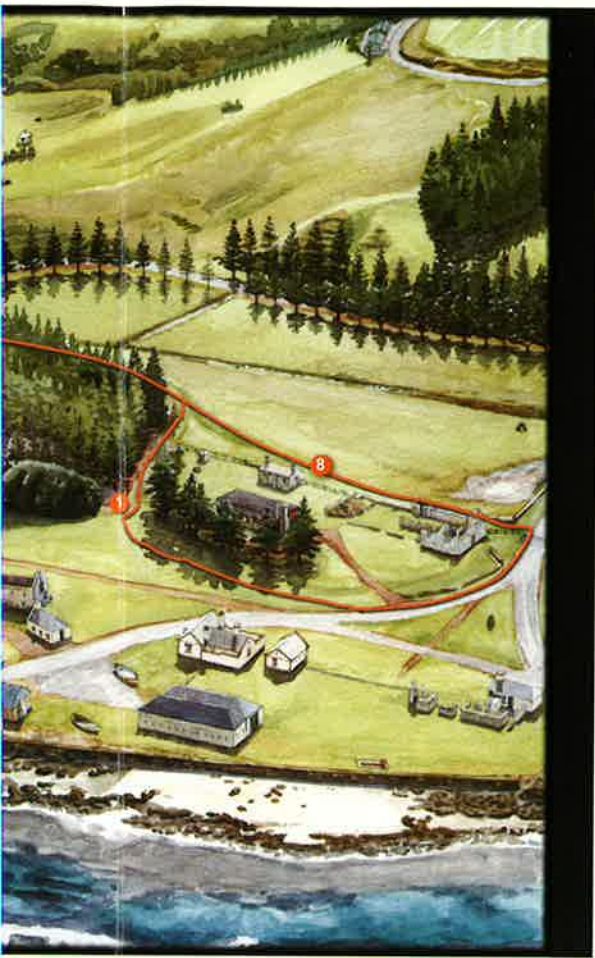
<http://www.norfolkisland.com.au/experiences/360-of-adventure>





## J SELF GUIDED WALKS LEAFLET





have been used by agricultural labourers during the Second Settlement.

Following the watercourse, cross the two wooden bridges. Over the second bridge are the remains of a Second Settlement cottage and barn. Basalt was used extensively in the construction as well as rubble calcarenite. The basalt would have been knapped and removed from the various farming plots.

At the approach to the Dam on the left is a large Second Settlement structure built almost entirely of basalt. It consisted of a large central section flanked by two smaller skillion (one single sloping area) roofed rooms. The levelled walls indicate that it was fitted with a hipped roof. The wall heights suggest it was used as an animal enclosure. The two end sections were possibly used as stores for fodder. The method of construction is apparent from the east wall. It consists of a number of distinct horizontal bands or layers. Each band was laid at a distinct period of time, which indicates the structure was raised in uniform layers.

**5. Watermill Dam** - The ruins of the watermill stand below the dam embankment. Built in 1829, the mill was still in use on a small scale in 1859 but was in ruins by 1863. The interpretive sign that looks down on the mill from the dam embankment contains much information on the mill.

**6. Country Road** - Returning down Road, to the right you will see an open drainage channel. It appears that this open ditch was constructed during the early days of the First Settlement.

On the knoll to the left is a chimney base. This was attached to a grass and wattle hut built during the Second Settlement.

On the same ridge as the chimney base is a cottage that may have been built during the First Settlement. This cottage is unusual in that the external plaster on the walls was accurately stone struck, a feature that does not occur on many buildings in the site.

Another chimney base and wall can be seen on the left at a lower level than the cottage. These remains have been identified as a barn that was constructed during the First Settlement.

**7. Mill Road** - Continue down Country Road, turn right and cross over the concrete bridge. This bridge replaces a convict built bridge, the remains of this bridge's footings can be seen in the earth as a rubble sandstone layer.

You are now walking on what is known as Mill Road. The line of the road dates to the First Settlement and extended up to the mill pond.

**8. Surgeon's Kitchen** - The sandstone retaining walls are of Second Settlement construction. Nearing the end of the road on your right, note the stone steps leading up to the Surgeon's Kitchen. The last structure on your right is the convict hospital constructed in 1829.

If you look down to your left, you will see drainage outlets built into the Mill Road retaining wall. These outlets were part of the drainage system from the Convict Hospital and drained into the town creek.



# Self Guided Walks



a group of dispersed wounded, and many is an exam-

Crossing the level grassed area to the next ruins, you pass over a series of low earth mounds lying across the valley. These indicate a field system that was used for farming. Although these mounds may not be apparent whilst walking over them, they can be easily distinguished when viewed from the Flagstaff lookout. A plaque on the uppermost Flagstaff summit viewing platform (Walk No.1, location pointer 4) describes these earthworks.

**4. Ruins** - The ruins of a larger structure are reached next. Because of its size, this would have been a public building. The building would have been either a barn and stable or a wool and shearing house erected by Commandant John Price in 1853. Not far away from this larger building, on the bank of the creek, are the stone ruins of a privy that would

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Kingston & Arthur's Vale  
HISTORIC AREA | NORFOLK ISLAND

[www.kavha.gov.nf](http://www.kavha.gov.nf)



United Nations  
Educational, Scientific and  
Cultural Organization



Australian Convict Sites  
inscribed on the World  
Heritage List in 2010



- Walk 1 - The Landing Place
- Walk 2 - Shipwrecks, Gaols & Industries
- Walk 3 - Polynesians, Beaches & Bridges
- Walk 4 - Arthur's Vale



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buttressed at both top and bottom by eight stays. Numerous references were made at the end of 1844 concerning the structure's instability and in 1847 it was described as a wooden structure which needed strengthening. Modifications were made whereby the central post was retained and the masonry was built up around it. Instead of rotating on the central post, the mill house now transversus on rollers around the top of the stone base. It appears to have been used until the end of the Second Settlement with its many alterations and repairs being questioned, but today only the stone base remains. Evidence still exists of the Miller's quarters and a privy nearby.

At sea level in this area was the Ladies Bathing Shed, eventually removed in the 1840s.

Nepean Island is just across the shallow, treacherous channel. An abandoned quarry exists on the far side, still with some iron rungs driven into the rock face. A place of isolation for prisoners, often with little bread and water; skeletal remains have been found there. Many boats must have been lost in the channel as there is evidence of quarried rock on the seabed. Early etchings and paintings show it as tree-covered but now it is bare of all but stunted vegetation and windswept grasses, making it an ideal breeding place for hundreds of pairs of seabirds that live and breed there.

Care must be taken along the cliff face as it is crumbling in many places. Please do not walk near the edges.

**7. Jack's site** - At the high point here (known to some as Jack's Site), Polynesian artefacts have been discovered. It is assumed that Polynesians may have used the sheltered area behind the cliff after landing, or possibly even as a settlement place although no signs of habitation have been found.

**8. Cemetery Bay** - A walk along the top of the sand hills of Cemetery Bay will take you over an area where an old road ended that was the access to a 'wet quarry' - a place where the convicts worked in irons and chains, often up to their waist in water as the rock was removed to below the high tide waterline. Marks are still visible in the rocks from this quarrying.

Looking left across the Golf Course in the direction of the sand

Across the Golf Course is a large mound, built in 1836 and traditionally known as the Guards' Causeway, but now known to have been constructed as a barrier against the drifting sand and the winds that caused problems for the early occupants of Government House.

**9. Murderers' Mound** - The track along the sand hills ends at Murderers' Mound, on the seaward side of the Cemetery fence. After a mutiny in 1846 at the lumber yard at Slaughter Bay in which four men were brutally killed, twelve prisoners were executed for being involved in the uprising and were buried here (in a disused saw pit) outside the consecrated ground of the Cemetery. The return walk takes you through the Cemetery, along Quality Row.

**10. Chimney Hill Turn** - Passing through stain timber gate (please keep in mind you are now on the golf course, be aware of golfers.) you are now walking behind Government House and around the back of Chimney Hill.

**11. Wartime Quarry** - The large basin in the Golf Course is an old quarry, used for rock excavation for construction of the airport during the Second World War period.

**12. Cattle Well** - Your walk will also pass a rough, rectangular shaped depression that is known as the 'Cattle Well'. Its form of construction indicates a post-Second Settlement date, its location suggest that a pond may have been present earlier and was part of the 1796 channel that was cut around the north side of Chimney Hill and formed part of the boundary of the first settlement burial site.

**13. Bridges** - The stone bridges you pass over in the wetlands near Chimney Hill are of Second Settlement construction. The bridges are not dated like many of the buildings, however maps of 1829 show a bridge in existence, archeological surveys suggests a second bridge was constructed with the channel in 1835.



## WALK 1 THE LANDING PLACE

Beginning at The Landing Place, the walk leads into the following plaques:-

1. The Landing Place
2. Longridge Road - this incorporates the walk up Flagstaff Hill.
3. Flagstaff and Signals
4. Arthur's Vale
5. Kingston Descending from Flagstaff Hill, the trail picks up at:
6. Surgeons Quarters
7. Civil Hospital
8. Crankmill
9. Settlement Guard house
10. Pier Store
11. Kingston Pier
12. Flaghouse
13. Double Boatsheds
14. Royal Engineers Office

## WALK 2 SHIPWRECKS, GAOLS & INDUSTRIES

Beginning at The Sirius Monument, the walk leads into the following:

1. The Wreck of the Sirius
2. The Overseers Quarters
3. The New Gaol
4. Prisoners Barracks
5. The Lumber Yard
6. The Lime Klin
7. Salt House

