



**Australian Government**  

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**Attorney General's Department**  
**Territories and Native Title Division**

**KINGSTON AND ARTHUR'S VALE HISTORIC AREA (KAVHA)  
GOVERNANCE REVIEW 2008**

**TERMS OF REFERENCE**

The Kingston and Arthur's Vale Historic Area (KAVHA) was established to recognise and protect the significant cultural heritage of the site. The current boundary was determined in 1980 when KAVHA was entered into the Register of the National Estate. KAVHA is a diverse site that contains the seat of the Norfolk Island Government and administration, Commonwealth leaseholders and freehold landholders, essential services and community facilities and historic and commemorative sites making the site a living asset.

KAVHA is a Commonwealth site of national and international importance that the Australian Government has legal responsibilities to conserve, protect and manage. The Australian Government recognises that the Norfolk Island Government has an important role in the management of KAVHA and must continue to be involved.

A Review of the options for future management in the mid 1980s led to the establishment of the KAVHA Board of Management under a MOU in 1989. The Board consists of two Norfolk Island Government representatives and two Commonwealth Government representatives. The MOU was last revised in 1994.

The current World Heritage List nomination and the recent National Heritage listing of KAVHA make it timely to review the governance arrangements for KAVHA to determine the ongoing effectiveness of current arrangements and options for improvement. The KAVHA Management Board decided that management of the KAVHA site should be increasingly focused on interpretation rather than on maintenance alone and this is also impetus for the Review.

**Scope and timing of the Review**

The Review will identify the adequacy and appropriateness of current management, administrative and operational arrangements for the KAVHA site to protect and promote the site in accordance with:

- the listed heritage values for KAVHA,
- the Burra Charter, and
- the *Environment Protection and Biodiversity Conservation Act 1999*.

The Review will identify alternative arrangements, where needed, to deliver better outcomes and/or better value for money for the Australian and Norfolk Island Governments. The Review is to be completed for Government consideration by March 2009.

The Review will not consider:

- KAVHA land management and tenure arrangements,
- planning or boundary issues associated with KAVHA,
- the application of Commonwealth and Norfolk Island environmental protection and heritage management legislation to KAVHA, and
- policies of the draft KAVHA Management Plan 2007-2008.

## **Review body**

Mrs Lynden Ayliffe is conducting the Review on behalf of the Minister for Home Affairs.

## **Consultation**

The Review will include consultation with relevant stakeholders and the community, including members of the KAVHA Management Board, KAVHA employees, KAVHA leaseholders and freehold landholders, the Norfolk Island Government, Norfolk Island Administration and relevant Commonwealth Government agencies, including the Department of Environment, Water, Heritage and the Arts and the Attorney-General's Department. Community consultation will include a public submission process.

## **Terms of reference**

Having regard to the scope as identified above, the Review is to consider and report on:

### *Management*

- The current KAVHA MOU, including any matters covered by the MOU, and whether it is still the most appropriate way to ensure the KAVHA site is protected and government interests represented. Consider how best to manage intergovernmental arrangements if a legislative approach is adopted.
- If a legislative approach to management of KAVHA is adopted, determine the most appropriate mechanism for doing so.
- The KAVHA Management Board's legal status and alternative management arrangements.
- The roles, responsibilities and duties of the KAVHA Board of Management and KAVHA staff and the need, if any, for those roles, responsibilities and duties to be specified in greater detail.
- Management of financial and human resources and options to improve the ability for the KAVHA Management Board and the Site Manager to manage and allocate those resources.
- Options to manage KAVHA holistically, including closer arrangements with the Norfolk Island Museum and other relevant functions and operations.
- The feasibility and desirability of the KAVHA Board of Management and KAVHA staff providing support and guidance to other heritage sites on Norfolk Island for their conservation, maintenance and management, for example the Longridge Stables and the Cascade first settlement area.
- Whether processes and structures need to be established to satisfy and maintain National Heritage listing and potential World Heritage listing.
- Whether there is a need to improve stakeholder consultation and engagement to inform KAVHA management and operations.

### *Administration*

- The current administrative structure of KAVHA.
- Decision making processes.
- Financial budgeting and reporting and options for improvements that will assist the KAVHA Management Board and KAVHA management and operational staff.
- Record keeping and information management, including the KAVHA archives. Articulate the responsibilities for the KAVHA Management Board and KAVHA staff.
- Coordination of administrative activities within KAVHA (such as maintenance of reserves, public utilities and infrastructure, public services such as garbage collection and processing of development applications) and options for improvements.

### *Operations*

- Skill sets required for KAVHA's effective management.
- Responsibilities of the various parties involved in KAVHA for operations (including the Norfolk Island Administration, KAVHA managers and staff, tourism operators, residents and visitors) and options to improve coordination and cooperation.
- Whether the current plans of management, maintenance plan and works planning for KAVHA are effective and implemented in accordance with those plans. Suggest improvements, as necessary.
- Requirements and processes for updating plans of management, maintenance plan and works planning, including who is responsible for updating plans.
- Feasibility and desirability of establishing revenue streams from tourist and other activities within KAVHA that can be retained for the benefit of the KAVHA site, and changes required for this to occur.
- Current arrangements for the KAVHA moveable heritage collections and options for improvement.
- Conservation processes, including whether there is a need to update processes and how expert advice is obtained.