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Hill End Historic Site Master Plan

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Appendix to Master Plan

Executive Summary

Master Plan Hill End Village and Historic Site

Since the NPWS undertook a major internal review and associated re-structure in 2000, the agency has more fully recognised the need to engage with communities, and has made significant investment in this area. At a Regional and local level, this Master Plan is intended to deliver the agency's broader aspirations towards greater community ownership of natural and cultural heritage.

Over the last 30 years, numerous conservation, heritage and other planning and management documents have been prepared to guide the management of various aspects of the Hill End Historic Site. The NPWS has now produced a Master Plan which will inform and drive the current and future management of the site as a 'living community'.

Through the preparation of this Master Plan, NPWS is seeking to modify and redefine its management practices, policies and strategic objectives for the Hill End Historic Site. It is envisaged the Master Plan will eventually underpin a new Plan of Management for the Hill End Historic Site.

A powerful influence on the management of Hill End Historic Site by the NPWS has been the agency's relationship with the local community. This Master Plan seeks to better describe and define this relationship and in this regard offers a form of "social contract" between NPWS and the community of Hill End.

It is intended to consolidate the productive working relationship that now exists between NPWS, as owners and managers of the Hill End Historic Site, and the people who live both within the Site and in the surrounding village. NPWS management of the Historic Site within the Village context will bring a new and innovative approach to the relationship, incorporating best practice methodologies in a manner that is responsive to the community.

The Master Plan defines two major roles for NPWS within Hill End, the combination of which will enable the Service to positively influence the achievement of economic and social sustainability within the local community:

- As responsible manager for the Hill End Historic Site, making best use of limited resources while concentrating on the effective conservation and presentation of the natural and cultural heritage values of the Site.

As an active member of and contributor to the local community, engaging with and influencing important issues that affect the village.

The Hill End Historic Site is unusual within the NPWS Estate for its close engagement with the local community of Hill End village, the historic core of which is largely included within the Historic Site.

Since the gazettal of the Historic Site in the mid 1960s, the Village of Hill End has avoided much of the development pressure that has degraded the early character of so many historic towns and villages throughout New South Wales. Hill End now presents as a charming historic village with a rich layered history and rural lifestyle. Hill End also has the potential to develop its tourism identity in a manner that contributes to the long-term sustainability of the local community.

At the beginning of the 21st century, the economic future of Hill End remains heavily dependent on the external forces of domestic tourism, NPWS operational management and public policy. It is essential that Hill End Historic Site and the community to which it is so inextricably linked, respond to contemporary issues and opportunities in order to secure a sustainable future.

Over recent years, significant investment has been made by the NPWS in community engagement and involvement, as well as improving its basic service delivery. These two simple measures have been fundamental to inspiring a renewed optimism in the community. The approach has both renewed confidence in the established community that the NPWS is “doing its job”, and has inspired greater investment in the village resulting in a sense of renewal and a tangible demographic change. The Master Plan captures these beginnings and fashions them into a secure blueprint for the future.

The Two Critical Recommendations

The two most critical recommendations arising from the Master Plan are:

- *NPWS shall establish a Hill End Historic Site Expert Panel with local community representation and participation by specialist contributors.*
- *NPWS shall prepare a single comprehensive Conservation Management and Cultural Tourism Master Plan for the Hill End Historic Site, as the basis for the formal heritage management of the historic buildings and to streamline the production of individual CMPs for specific buildings.*

By means of these two major consultative and planning mechanisms, NPWS will be able to achieve its primary goals within the Vision for Hill End Historic Site and Village.

A Vision for NPWS at Hill End

The Vision developed by this Master Plan is

NPWS will manage the land and resources that comprise the Historic Site, located within the village of Hill End, by operating as a socially, environmentally and economically responsive public sector business within the local community and the broader Central Western Region of NSW. While focussing on the management and conservation of the natural and cultural resources within the Historic Site, NPWS shall also act an active member of and contributor to the community, engaging with and contributing to important issues that affect the Village.

The adoption of the Master Plan, after a process of public consultation and review, will mark the beginning of a new working relationship with the local community. It will enable NPWS to move forward in a way that is consistent with the community's expectations for the Historic Site, while providing a mechanism for periodic reviews of important performance objectives.

Objectives of the Master Plan

The primary three Objectives for achieving the Vision of the Master Plan for Hill End are:

Objective 1

NPWS to Develop an Enhanced Governance Framework

NPWS will manage the Historic Site and its relationships with other parties, in an open, equitable and transparent fashion and will contribute to public debate about important issues that affect the Village.

Objective 2

NPWS to Manage and Conserve its Resources

NPWS will manage and conserve the natural and cultural heritage resources of the Historic Site to contribute to and enhance the long-term sustainability and tourism attraction of Hill End and its surrounding context.

Objective 3

NPWS to Operate in a Manner that Benefits Hill End

NPWS will manage the Historic Site as an economically responsive public sector business in a manner that facilitates and encourages the economic life of the village to maximise outcomes and facilitate long-term community sustainability.

Strategies for Achieving the Objectives

The following series of Strategies will facilitate the achievement of the established Objectives.

Objective 1

Promotion of a Community Governance Framework

The ultimate sustainability for the Hill End Community will be achieved when they recapture much of the governance role that has been informally ceded to NPWS over the decades since gazettal of the Historic Site.

- S1.1 NPWS as Historic Site Manager
- S1.2 Relationship with Government Stakeholders
- S1.3 Involvement with Local Community
- S1.4 NPWS as Landlord
- S1.5 Planning and Development Framework
- S1.6 Contemporary Infrastructure Management

Objective 2

NPWS Conservation and Management

In order to achieve an integrated sustainable future for Hill End, as a living community and an historic place, it will be essential that the many and varied characteristics of the place are conserved and utilised in a manner that protects their significance and significant features.

- S2.1 Natural Landscape Conservation
- S2.2 Aboriginal Heritage Conservation
- S2.3 Mining Cultural Landscape Conservation
- S2.4 Artistic Cultural Landscape Conservation
- S2.5 Contemporary Landscape Management
- S2.6 Historic Building Conservation and Re-use
- S2.7 Archaeological Resource Conservation
- S2.8 Moveable Cultural Heritage Conservation
- S2.9 Historic Site Interpretation
- S2.10 Environmental Management

Objective 3

NPWS to Operate as a Business that Benefits Hill End

These strategies are based on the assumption that increased tourism activities will be one of the primary mechanisms to enhance the economic activity and sustainability of the Hill End community. Additional strategies include a stronger focus on NPWS purchasing of local goods and services and the potential for the Village to attract new "Rural Lifestyle" residents.

- S3.1 Expanded Tourism Positioning for Hill End
- S3.2 Use of Historic Buildings
- S3.3 Upgraded Tourism Services in Village
- S3.4 NPWS Local Purchasing
- S3.5 Expanded residential population

It is important to recognise that this Master Plan has been prepared to guide the activities of NPWS over the next five to ten years. However, many of the Strategies cannot be achieved by NPWS alone. The Master Plan therefore includes recommendations for action by both the Local Community and relevant Stakeholders, primarily because they must be part of the general move forward towards a sustainable future for the village.

In essence however, the Strategies are directed at NPWS to manage its responses to major issues and redefine its relationships with the Community and other key stakeholders.

Key Recommendations of the Hill End Master Plan

Within Objective 1

With Regard to NPWS as Historic Site Manager

Policy 3.1.1
NPWS shall progressively refocus its Historic Site management activities back to its core business areas.

And

Policy 3.1.2
NPWS shall establish a Hill End Historic Site Expert Panel with local community representation and participation by specialist contributors.

With Regard to Relationship with External Stakeholders

Policy 3.2.1
NPWS shall liaise with the responsible agencies, for the progressive return of selected management activities to those agencies.

And

Policy 3.2.2
NPWS shall maintain regular liaison with local agencies, such as the Rural Fire Service and Commons Trust, in relation to the management of local issues that may impact on the Historic Site.

With Regard to Involvement with Local Community

Policy 3.3.1
NPWS shall maintain productive relations with the local representative body, currently the Progress Association, with regard to Historic Site management issues that affect the wider Hill End community.

And

Policy 3.3.3
NPWS shall continue to maintain independent contact with relevant state and federal government agencies in relation to the management of those agencies responsibilities as they may affect the village as a whole.

With Regard to NPWS as Landlord

Policy 3.4.1
NPWS shall complete as expeditiously as possible the current programme of rationalising and standardising leases for individual buildings within the Historic Site.

And

Policy 3.4.2

NPWS shall develop a concise form of "conservation agreement", with an attached maintenance schedule, for new leases to clarify NPWS and lessee obligations with respect to the maintenance and upkeep of the property.

With Regard to Planning and Development Framework

Policy 3.5.2

NPWS shall cooperate with Evans Shire for the preparation of an updated DCP that recognises the various Character Zones within the historic core of the Village.

With Regard to Contemporary Infrastructure Management

Policy 3.6.2

NPWS shall maintain liaison with relevant local, state and commonwealth agencies in relation to the provision of required infrastructure within the Historic Site.

Within Objective 2

With Regard to Natural Landscape Conservation

Policy 4.1.1

NPWS shall liaise with relevant parties to ensure that the natural setting of the Historic Site and the village are protected.

With Regard to Aboriginal Heritage Management

Policy 4.2.1

NPWS will undertake active research and investigation to identify and engage with Aboriginal communities and/or persons with traditional and/or contemporary links to the Hill End area.

With Regard to Mining Cultural Landscape Conservation

Policy 4.3.1

NPWS shall adopt a broad or holistic approach to the conservation and presentation of the Mining Cultural Landscape as an important component of Hill End.

With Regard to Artistic Cultural Landscape Conservation

Policy 4.4.1

NPWS shall continue to facilitate the development of artistic heritage related programmes in the Historic Site.

With Regard to Contemporary Cultural Landscape Conservation

Policy 4.5.1
NPWS shall adopt as a basis for future development management, the identified character zones as they apply to various components of the Historic Site.

With Regard to Historic Built Heritage Conservation and Re-use

Policy 4.6.1
In undertaking conservation management of the heritage resources in the Hill End Historic Site NPWS shall take account of the capacity of those resources to contribute to the economic and social sustainability of the local community.

And

Policy 4.6.2
NPWS shall prepare a single comprehensive Conservation Management and Cultural Tourism Master Plan for the Hill End Historic Site.

With Regard to Archaeological Landscape Conservation

Policy 4.7.2
NPWS shall manage the archaeological resource taking account of not only its heritage values but also its potential to progressively contribute to the interpretation of that heritage to the public.

With Regard to Moveable Cultural Heritage Conservation

Policy 4.8.2
NPWS shall utilise the moveable heritage resource at Hill End to complement its interpretation activities.

With Regard to Historic Site Interpretation

Policy 4.9.1
NPWS shall expand the on-site interpretation programmes to encompass the three major tourism-positioning themes identified in this Master Plan.

And

Policy 4.9.4
In accordance with future research, NPWS shall progressively review the on-site interpretation programmes to align with the expanded heritage values of the Site.

With Regard to Environmental Management

Policy 4.10.1

Promote appropriate management practices for the surrounding natural landscape to ensure the ongoing support for natural systems through a process of weed removal, monitoring and maintenance of natural systems.

Within Objective 3

With Regard to Expanded Tourism Positioning for Hill End

Policy 5.1.1

NPWS shall accept that the current focus on the gold mining history does not reflect the broad range of heritage characteristics at Hill End and adopts an expanded number of promotional themes for positioning the Hill End Historic Site within the tourism marketplace. The three adopted themes shall initially be that of an integrated cultural landscape with a continuous living community in an attractive historic village with a strong gold mining history and artistic heritage.

With Regard to Use of Historic Buildings

Policy 5.2.1

Within the constraints of its statutory responsibilities, NPWS will manage the buildings within the Hill End Historic Site to optimise their contribution to the economic, cultural and social sustainability of the village.

With Regard to Upgraded Tourism Services in Village

Policy 5.3.1

NPWS shall continue to review and enhance those tourism facilities and services for which it has chosen to remain directly responsible, while working cooperatively with local service providers and relevant local agencies to promote a widespread upgrading of services throughout the Village.

With Regard to NPWS Local Purchasing of Goods and Services

Policy 5.4.1

NPWS shall regularly review its operational budgets to identify opportunities for locally based expenditure on goods and services.

With Regard to Expanded "Rural Lifestyle" residential population

Policy 5.5.3

NPWS shall investigate the potential for new residential land to be opened up at Tambaroora in order to provide for the long-term growth of the community without placing undue pressure on the important character of the historic core of the Village.

1.0

A New Direction for NPWS at Hill End



1.1 Hill End Village and NPWS Historic Site

Since the National Parks and Wildlife Service (NPWS) undertook a major internal review and associated re-structure in 2000, the agency has more fully recognised the need to engage with communities, and has made significant investment in this area. At a Regional and local level, this Master Plan is intended to deliver the agency's broader aspirations for the Historic Site towards a greater community ownership of natural and cultural heritage.

Over the last 30 years, a considerable number of conservation, heritage and other planning and management documents have been prepared to guide the management of various aspects of the Hill End Historic Site. The NPWS has now produced a Master Plan that will inform and drive the current and future management of the site as a "living community". Through the preparation of this Master Plan, NPWS is seeking to modify and redefine its management practices, policies and strategic objectives for the Hill End Historic Site. The plan is underpinned by the agency's legislative and policy framework relating to the management of cultural heritage and historic sites. The plan seeks deliver outcomes that are consistent with this framework. The Master Plan will underpin a new Plan of Management for the Hill End Historic Site.

A powerful influence on the management of Hill End Historic Site by the NPWS has been the agency's relationship with the local community. This Master Plan seeks to better describe and define this relationship and in this regard offers a form of "social contract" between NPWS and the community of Hill End. It is intended to consolidate the new and productive working relationship that has emerged in recent years between NPWS, as managers of the Hill End Historic Site, and the people who live both within the Site and the surrounding village.

The Master Plan defines two major roles for NPWS within Hill End, the combination of which will enable the Service to positively influence the achievement of economic and social sustainability within the local community:

- As responsible manager for the Hill End Historic Site, making best use of limited resources while concentrating on the effective conservation and presentation of the natural and cultural heritage values of the Site.
- As an active member of and contributor to the local community, engaging with and influencing important issues that affect the village.

The Hill End Historic Site is unusual within the NPWS Estate for its close engagement of the local community of Hill End village, the historic core of which is encompassed by the Historic Site. Unlike many Historic Sites or National Parks throughout NSW, Hill End has no gates and no perceptible borders. The gazetted Site comprises a wide variety of property holdings and historic buildings within the village precinct, various old mine workings across the surrounding landscape and the completely abandoned settlement of Tambaroora, to the north of Hill End. There are several roadways and bridges included in the Site, along with a major sewerage treatment plant.

Hill End is not a static archaeological site or historic monument, but a living village, built upon the surviving fabric and cultural landscapes that reflect its long processes of Aboriginal occupation, its 19th century mining heritage and its 20th and 21st century experience as both a centre of intense artistic activity and of historic place conservation.

Since the gazettal of the Historic Site in the mid 1960s, the Village of Hill End has avoided much of the development pressure that has degraded the early character of so many historic towns and villages throughout New South Wales. Careful conservation management of the various historic buildings, gardens, historic technology, moveable heritage, mining and cultural landscapes that make up much of the historic core and surrounding context of the village have preserved much of the surviving early character. Hill End now presents as a charming historic village with a rich layered history and rural lifestyle. Hill End has the potential to develop its tourism identity in a manner that contributes to the long-term sustainability of the local community.

The future planning and management of Hill End Historic Site presents a series of unique and interrelated challenges and opportunities to NPWS, the local community and other stakeholders. Hill End is a small, relatively isolated community living within and surrounding an important and attractive historic village. Since the decline of the gold mining boom at the end of the 19th century the economic base of the Hill End community has been tenuous with insufficient economic activity to sustain many of the services of larger and more stable towns. Niche tourism and the economic input from NPWS have been the mainstays of the village for the past several decades.

At the beginning of the 21st century, the economic future of Hill End remains heavily dependent on the external forces of domestic tourism, NPWS operational management and public policy. It is essential that Hill End Historic Site and the community to which it is so inextricably linked, respond to contemporary issues and opportunities in order to secure a sustainable future.

1.2 A New Master Plan

NPWS sees Hill End as a major cultural asset but the overall management of the place is outdated. There is a strongly held belief that NPWS resources need to be redirected away from the traditional conservation focus on historic building fabric towards a more comprehensive management regime, which recognises that landscapes have been shaped by human use and associations and many people maintain their attachment to, and association with, these lands. Associations or social significance of items is to be considered equally with scientific, historical and aesthetic significance in heritage assessments. Social benefits flow to communities from participation in the management of their cultural heritage.

These are the values of the NPWS Cultural Heritage Strategic Policy and the essential focus this new Master Plan. They are underwritten by the responsibilities of NPWS under the National Parks and Wildlife Act, 1974.

Since gazettal these properties, historic buildings and landscapes have been carefully managed for the conservation of their historic and natural values. NPWS have also progressively taken on responsibility for the provision or management of specific services and some infrastructure within the locality. State institutions such as Police, Education and Community Health retained a local presence. Given the relatively remote location of Hill End and its low population base, Evans Shire has found it difficult to sustain the management of town services and infrastructure. In many ways NPWS has progressively assumed a role or informal responsibility where Evan Shire was unable to respond to specific needs. As a result, Hill End can now reasonably be characterised as a “company town”. This dependency is unsustainable and unwanted in the longer term and something that must be recognised and addressed in the face of both economic and social pressures from within and without.

A lengthy process of consultation, summarised by Marla Guppy in *Hill End Community Consultation* (2001), coupled with generational change, internal review and thoughtful consideration has lead both NPWS and the local community to the point where both parties are keen for change, but wary that it must be handled carefully and taken in achievable steps.

1.3 Historical Summary

The history of Hill End has been one of periods of intense activity interspersed with periods of quiet rectitude.

Commissioned by NPWS, Alan Mayne produced *Hill End, Reading a Historic Australian Landscape*, MUP 2003. This history has considerably expanded the traditional narrow focus on Hill End's gold mining past and looked at the broad sweep of history that has flowed across the landscape. In addition to the Aboriginal associations with the place, he examines the artistic heritage of the mid 20th century, the influence of NPWS Historic Site management at the end of the 20th century and, most importantly, at the on-going survival of a living community, set against an isolated rural backdrop.

The surrounding landscape, within the Bathurst and Wellington regions, was the traditional lands of the Wiradjuri people, although little is currently known of their use and occupation of the immediate vicinity of what became Hill End. Initial European settlement met pockets of fierce resistance in the early decades of the 19th century, with relative peace being restored only in the 1830s.

The discovery of gold in the Bathurst region in 1851 generated a major gold rush in the district. Hill End was initially settled in 1852, but was not the scene of major mining activity until the 1870s. The lure of handsome returns generated a large settlement comprising workers and their families from many ethnic backgrounds. The mining peak was short lived although some mining activity continued until the early decades of the 20th century. The livelihood of the town declined steadily through those early decades, with much of the mining population moving quickly on to other, more hopeful locations.

In the years after the Second World War the discovery of the picturesque qualities of the village by well known artists such as Russel Drysdale and Donald Friend, the 1951 village Jubilee celebrations, coupled with the discovery of the famous Holtermann photographs of the 1870s goldfield activity began a revival of Hill End as a tourism destination. The increasing recognition of the role and historic importance of the gold rushes in the central west, coupled with the high degree of integrity of the surviving historic buildings at Hill End generated a strong external interest in its heritage values. Local people welcomed the need for external support and assistance in the long-term survival of the town as a viable community.

Calls for the protection of these heritage values lead to gazettal as a Historic Site in 1967. Initially only certain properties and buildings within the historic village of Hill End, and other land in the surrounding area associated with the historic gold mining activities of the 1870s, were gazetted. By the early 1990s other properties within the town had been purchased and gazetted, as they became available.

1.4 Challenges and Opportunities

The primary challenge for Hill End is to identify and secure a pathway to a more sustainable future while retaining and enhancing the important and attractive heritage features of the village and its surrounding landscape. The primary opportunity is the role that NPWS can play in guiding, managing and promoting that pathway, while refocussing on its core responsibility to manage the historic property under its care and control.

The pathway has many features and issues to be considered and responded to. Not all of these are within the direct control or responsibility of NPWS, but all can lead to the consolidation and strengthening of the local community. None will be achieved in a single step; many are interrelated or dependent on the progressive outcomes of mutually supporting initiatives. The success of the overall venture will require close cooperation between NPWS, members of the local community, Evans Shire and other major stakeholder groups who have primary responsibility for or interest in specific issues that can affect the management of the Historic Site.

One of the key challenges for the Plan identified by Mayne is to recapture the larger span of the history of Hill End without the introduction of inappropriate elements and buildings that may dilute the perceived existence of a 1870s time capsule. Is it really the romantic historical time capsule that the external stakeholders have imposed on the town? The Plan must move Hill End on from the grossly exaggerated focus on its few years of glory. Alan Mayne suggested a major realignment in the identity and management of the town.

1.5 Why is Change Necessary at Hill End

Most of the miners and townsfolk photographed in the 1870s left after only a few years, often taking even parts of their timber framed buildings with them to the next lure. Mining continued for several decades but in a state of slow decline as increased technology and the cost of production failed to deliver the necessary profits. Those who stayed in the village settled for half a century into a quiet rural lifestyle, based on the agricultural and forested landscape of the wider locality.

By the 1960s the residents of Hill End regarded the gazettal of the village as a Historic Site, as a major injection of external interest and economic activity. NPWS brought employment, capital works and recurrent expenditure, tourism promotion and new people to the village. Many of the old houses and other buildings were restored and made available for residential or commercial use. Since that time NPWS has progressively become a major component, many would say the major component, of the economic life and support of the village. However much of the capital work has been completed and NPWS is now turning its focus on the provision of improved services, on redressing long standing impediments such as property leases and in building partnerships with local people and agencies to strengthen local engagement and devolve some activities more appropriate management by those with established responsibility for them.

A declining rural economy, coupled with the relatively isolated location of Hill End has placed great pressure on the local people and their lifestyle. With a population base of only some 200, the viability of village services such as retail, education and community health are at best tenuous. There is little to attract new families into the village and local employment opportunities are relatively static.

Through promotion of its mining history, Hill End has become an important component of the gold mining heritage of the central west, yet it continues to rely on a very narrow tourism base in that regard. Most of the visitors to Hill End are school children on excursions generated by the current school curriculum. The income they bring to the town is relatively limited and their expenditure is narrowly focussed. Replacement of gold history in the school curriculum by

another subject area would severely impact on the viability of those businesses that have been developed around this market.

The development of other tourism market segments for Hill End is constrained by competing historic gold mining places in the region, by its general isolation and the long journey over unsealed roads, by the lack of accommodation and services in the village for adult and family tourists, and by the general challenges faced by “heritage places” as a specialised niche within the domestic tourism market. Bathurst and Mudgee are both growing strongly, on a combination of rural enterprise, new products and services and lifestyle tourism. Hill End remains trapped in its splendid but attractive isolation. It remains ready to respond to trends such as rural lifestyle that are possible with improved communications, but is constrained by limited access to such services. Some new house construction is taking place, but property, employment and tourism infrastructure investment decisions of a significant nature are few and far between.

The area centred on the historic village can be conceptually likened to that of an historic “battlefield” landscape. Great but short-lived events took place there and left marks on the landscape, but little material evidence of the action. The event is now witnessed and celebrated largely through photographs and literature. With the passage of time and regrowth of the surrounding forests, those sites, buildings and artefacts that remain readily legible to the visitor are largely confined to the village that supported the mining boom. Evidence of the second important historical phase, the artistic creativity of the post war decades, is virtually impossible to find in the village or its surrounding landscape. It is a heritage that has survived largely in a few books and exhibition catalogues, and in the marvellous art that was produced at the time, but which no longer resides in the place. The relatively narrow focus on historic gold mining in the promotion of the village as a tourism destination misses many opportunities for a broader range of tourism products to be presented, thereby widening and consolidating the tourism base.

Many of the NPWS and privately owned houses and retail premises in the village are unoccupied or under-occupied for much of the time, minimising the economic and social life of the village. Many of the residents tend to travel into Bathurst, Mudgee or Orange for their regular shopping and service requirements, further reducing the expenditure that is captured within the town. The rejuvenation of the hotel, general store, cafe and community hall in recent years have improved these aspects of village life. Local opportunities for tourism expenditure have increased with the opening of B&B accommodation, on-going cottage hospitality, successful operation of the hotel, reopening of the general store, upgrading of the camping grounds and encouragement of links with arts education programmes. Coordination with wider regional tourism planning and promotion campaigns is underway.

There is a strong sense within the local community that change is in the air. A new, perhaps younger, generation of active residents are building that sense of commitment to the future of the town that is a necessary basis for moving forward. NPWS staff members have taken many initiatives to improve the delivery of services, overcome weaknesses in long standing management issues and established productive relationships with the local community. This Master Plan captures these beginnings and fashions them into a blueprint for the future.

1.6 A Blueprint for Change

This Master Plan presents a Blueprint for Change. It explores why change is necessary if a sustainable future is to be achieved. It sets out a series of major objectives and key strategies to meet those objectives. Within each strategy are a series of management policies and actions that should be undertaken if the objectives are to be met. Key roles are identified for NPWS in relation to its own areas of responsibility, for ways in which it can and must engage the local community and for issues with which it must liaise with external stakeholders. It is only through a series of interlinked actions and partnerships that the primary objective, to build a sustainable future for Hill End as a living community, will be achieved.

1.7 Major Drivers of a Sustainable Community

Given the general restructuring and decline in the rural economy of NSW in recent years, there are only a limited number of drivers of employment, economic and community activity that can sustain the future of Hill End. The essential or most likely drivers that have been identified during the preparation of the Master Plan are:

- Clarification of the governance relationships between NPWS, the local community and external stakeholders, including a greater engagement with Evans Shire Council.
- Enhanced management focus by NPWS on natural and cultural resource conservation activities that retain the key characteristics of the historic village and its setting.
- Repositioning and promotion of Hill End based on a combination of mining and artistic heritage, and historic village characteristics. This will provide a framework for enhanced and expanded tourism based business activity.

1.8 The Master Plan Structure

The Master Plan enunciates the intentions of NPWS regarding the management of the town. It establishes an overall Vision and three major Objectives, followed by a series of Strategies and Management Policies, both in planning and community participation terms, for achieving those Objectives.

Detailed Actions are recommended for implementing each Management Policy. Action Statements have been arranged in table format in recognition that there are both primary and associated stakeholders who must respond to the recommendations.

The Action Tables recognise that various timeframes will be involved in the implementation of the Strategies and Management Policies. These have been described as Trimesters, or three yearly periods, to more easily coordinate with NPWS planning frameworks.

1.9 A New Working Relationship

The adoption of the Master Plan, after a process of public consultation and review, will mark the beginning of a new working relationship with the local community. It will enable NPWS to move forward in a way that is consistent with the community's expectations for the Historic Site, while providing a mechanism for periodic reviews of important performance objectives.

1.10 NPWS Legislative and Corporate Framework

The prime responsibility of NPWS at Hill End is to manage the gazetted lands within the Historic Site in accordance with a legislative and corporate framework, including the National Parks and Wildlife Act, 1974, corporate guidelines and other relevant legislation. This plan has been developed to facilitate the delivery of outcomes that are consistent with and support this framework.

Legislative Framework:

The NP&W Act 1974 allows the establishment of historic sites and sets clear prescriptions relating to their management. Key areas in the legislation relating to the establishment and management of historic sites are set out below.

NPWS Act 1974:

Section 30F Historic Sites

(1) The purpose of reserving land as a historic site is to identify, protect and conserve areas associated with a person, event or historical theme, or containing a building, place, feature or landscape of cultural significance so as to enable those areas to be managed in accordance with subsection (2).

(2) A historic site is to be managed in accordance with the following principles:

(a) the conservation of places, objects, features and landscapes of cultural value,

(b) the conservation of natural values,

(c) provision for sustainable visitor use and enjoyment that is compatible with the conservation of the historic site's natural and cultural values,

(d) provision for the sustainable use (including adaptive reuse) of any buildings or structures or modified natural areas having regard to the conservation of the historic site's natural and cultural values,

(e) the promotion of public appreciation and understanding of the historic site's natural and cultural values,

(f) provision for appropriate research and monitoring.

Other sections of the Act of relevance to the outcomes of this Master Plan include Sections 151 and 152, which deal with leases and licences over reserved or dedicated lands and trade within a national park or historic site.

Corporate Framework:

The NPWS management of cultural heritage generally, including historic heritage is guided by the Cultural Heritage Strategic Policy.

This plan has been developed to deliver outcomes consistent with this policy. Key areas of the policy supporting the plan are set out below.

NPWS Cultural Heritage Strategic Policy:

Introduction

NPWS is responsible for managing cultural heritage on its estate. In terms of cultural heritage of Aboriginal origin, it is also responsible for the protection of Aboriginal objects and Aboriginal places across the NSW landscape.

The focus of NPWS is landscape conservation. Landscape conservation recognises that the whole landscape is greater than the sum of the parts. Most importantly, it involves people in the integrated management of natural and cultural landscapes for long-term ecological, social and economic sustainability. Landscapes will contain a variety of cultural values. The associations may be of Aboriginal or non-Aboriginal origin or shared between Aboriginal and non-Aboriginal communities. Taking a landscape approach involves examining ways of dealing with all cultural heritage regardless of origin. That is, the same principles should apply to both Aboriginal and non- Aboriginal cultural heritage. However, the management of particular items or landscapes may differ depending on the nature of the associations.

This policy is to inform and guide NPWS staff, and consultants and contractors employed by the NPWS, in the strategic principles and policy for managing its cultural heritage responsibilities. The term "item" is used in this policy to refer to relics, objects, buildings, places, moveable cultural property and landscapes regardless of origin and age.

What is Cultural Heritage?

All landscapes have heritage values. Cultural heritage is the value people have given to items through their associations with those items.

Manifestations of cultural heritage values may be non-physical and/or physical and include, but are not limited to, cultural practices, knowledge, songs, stories, art, buildings, paths, and human remains. When natural elements of the landscape acquire meaning for a particular group, they may become cultural heritage. These may include landforms, flora, fauna and minerals.

Guiding Principles

NPWS endorses the following principles to guide its management responsibilities both on and outside of the reserve system.

- Landscapes have been shaped by human use and associations and many people maintain their attachment to, and association with, these lands.
- Landscapes have a variety of heritage values, including natural and cultural heritage values, and these values need to be appropriately identified, assessed and managed.
- Cultural heritage includes traditional, historical and contemporary associations of people with the landscape and activities related to the natural phenomena it supports as well as with particular items.
- Associations or social significance of items is to be considered equally with scientific, historical and aesthetic significance in heritage assessments.
- Aboriginal people have culturally specific associations with landscape. These associations may include custodial relationships with particular landscapes.
- Relevant communities are active participants in the identification, assessment, interpretation and management of their cultural heritage.
- Social benefits flow to communities from participation in the management of their cultural heritage.
- Information supplied by communities/individuals regarding their cultural heritage values and associations, is owned by, and its use controlled by those communities/individuals.

Policy

NPWS adopts the following policies to guide its management responsibilities both on and outside of the reserve system. Multiple heritage values may be attached to items and NPWS will endeavour to identify and assess all cultural heritage values associated with an item. Identification of cultural heritage values within the landscape must include consultation with the community about their associations with the whole landscape as well as with particular items. NPWS will promote the conservation of cultural heritage across landscape through its off estate conservation programs and processes and its involvement in natural resource management and reform processes.

Activities for cultural purposes that require access to NPWS estate and/or the natural resources contained on NPWS estate may be facilitated depending on the impact of the activity. Management decisions for items on NPWS estate will be guided by the heritage assessment of the item. All items of potential significance situated on NPWS estate will be protected until a heritage assessment is undertaken for the particular item.

The impacts of activities on an item, including its significance, must be assessed and considered in the approval process for the activity. NPWS has a well-developed process set out in its "Guide to Approvals" document that is relevant to the management of heritage values at Hill End.

The relevant community or communities are to be the primary determinants of the social significance of their cultural heritage. Those providing the information, i.e. the knowledge holders, should determine the use of, and access to, cultural heritage information supplied to the NPWS by communities/individuals regarding the social significance of an item.

Management decisions, which have an impact on the social significance of items on NPWS estate, will be made with the involvement of the relevant communities. NPWS will assist and involve the relevant communities in the interpretation of their associations with items situated on NPWS estate. Items of social significance will not be promoted without the agreement of the relevant communities. Conservation/interpretation of Aboriginal cultural heritage that is situated off NPWS estate and undertaken by NPWS should be guided by the item's heritage assessment.

Protection of cultural heritage values associated with the NPWS estate will be integrated with the protection of natural heritage values through the planning process of statutory management planning, conservation planning and asset management. Cultural heritage values will be incorporated into all relevant NPWS's programs including:

- acquisition programs;
- landscape conservation policies and programs;
- biodiversity conservation policies and programs; and
- fire management plans, fire prevention and suppression operations.

The protection of cultural heritage values on NPWS estate must be considered during any planned works or natural disaster mitigation works which may affect them, such as road grading and track clearing, fire and feral animal control.

1.11 Authorship

This document was prepared by Graham Brooks, Director of Graham Brooks and Associates, Heritage Consultants, with the assistance of the following:

- Michael Bogle, Heritage Consultant, Graham Brooks and Associates
- Matthew Taylor, Director, Taylor Brammer Landscape Architects
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- Members of the Hill End Progress Association
- Members of the Hill End community

2.0 The Hill End Master Plan



2.1 A Vision for NPWS at Hill End

The Vision developed by this Master Plan is

NPWS will manage the land and resources that comprise the Historic Site, located within the village of Hill End, by operating as a socially, environmentally and economically responsive public sector business within the local community and the broader Central Western Region of NSW. While focussing on the management and conservation of the natural and cultural resources within the Historic Site, NPWS shall also act an active member of and contributor to the community, engaging with and contributing to important issues that affect the Village

2.2 Objectives of the Master Plan

It has been recognised in the Vision Statement for NPWS at Hill End, that there is a triple faceted series of objectives that support this Master Plan. While this so called “triple bottom line” typically embraces social, environmental and economic values, the preceding discussion on the most important economic drivers that will sustain the social and community viability of Hill End are, in order of influence, economic activity driven by tourism, environment and resource conservation to protect the values which attract the tourism and the social values of the living community, expressed through their ability to regain the quality and equity of governance that is typical in any rural community.

The primary three Objectives for achieving the Vision of the Master Plan for Hill End are:

Objective 1

NPWS to Develop an Enhanced Governance Framework

NPWS will manage the Historic Site and its relationships with other parties, in an open, equitable and transparent fashion and will contribute to public debate about important issues that affect the Village.

Objective 2

NPWS to Manage and Conserve its Resources

NPWS will manage and conserve the natural and cultural heritage resources of the Historic Site to contribute to and enhance the long-term sustainability and tourism attraction of Hill End and its surrounding context.

Objective 3

NPWS to Operate in a Manner that Benefits Hill End

NPWS will manage the Historic Site as an economically responsive public sector business in a manner that facilitates and encourages the economic life of the village to maximise outcomes and facilitate long-term community sustainability.

The Master Plan is structured around the achievement of these three primary Objectives.

2.3 Strategies for Achieving the Objectives

The following series of Strategies will facilitate the achievement of the established Objectives.

Objective 1

NPWS to Develop an Enhanced Governance Framework

The ultimate sustainability for the Hill End Community will be achieved when they recapture much of the governance role that has been informally ceded to NPWS over the decades since gazettal of the Historic Site.

- S1.1 NPWS as Historic Site Manager
- S1.2 Relationship with External Stakeholders
- S1.3 Involvement with Local Community
- S1.4 NPWS as Landlord
- S1.5 Planning and Development Framework
- S1.6 Contemporary Infrastructure Management

Objective 2

NPWS to Manage and Conserve its Resources

In order to achieve an integrated sustainable future for Hill End, as a living community and an historic place, it will be essential that the many and varied characteristics of the place are conserved and utilised in a manner that protects their significance and significant features.

- S2.1 Natural Landscape Conservation
- S2.2 Aboriginal Heritage Conservation
- S2.3 Mining Cultural Landscape Conservation
- S2.4 Artistic Cultural Landscape Conservation
- S2.5 Contemporary Cultural Landscape Conservation
- S2.6 Historic Built Heritage Conservation and Re-use
- S2.7 Archaeological Resource Conservation
- S2.8 Moveable Cultural Heritage Conservation
- S2.9 Historic Site Interpretation
- S2.10 Environmental Management

Objective 3

NPWS to Operate in a Manner that Benefits Hill End

These strategies are based on the assumption that increased tourism activities will be one of the primary mechanisms to enhance the economic activity and sustainability of the Hill End community. Additional strategies include a stronger focus on NPWS purchasing of local goods and services and the potential for the Village to attract new "Rural Lifestyle" residents.

- S3.1 Expanded Tourism Positioning for Hill End
- S3.2 Use of Historic Buildings
- S3.3 Upgraded Tourism Services in Village
- S3.4 NPWS Local Purchasing of Goods and Services
- S3.5 Expanded "Rural Lifestyle" residential population

It is important to recognise that this Master Plan has been prepared to guide the activities of NPWS over the next five to ten years. However, many of the Strategies cannot be achieved by NPWS alone. The Master Plan therefore includes recommendations for action by both the Local Community and relevant Stakeholders, primarily because they must be part of the general move forward towards a sustainable future for the village.

3.0

Develop a Governance Framework



3.1 NPWS as Historic Site Manager

Synopsis

The prime responsibility of NPWS at Hill End is to manage the gazetted lands within the Historic Site in accordance with a legislative and corporate framework, including the Act, corporate guidelines and other relevant legislation. These are largely discussed in the Introduction to the Master Plan. This plan has been developed to facilitate the delivery of outcomes which are consistent with and support that framework.

This role has two primary features, conservation of the natural and cultural resources, and their presentation to the public. NPWS must undertake this dual role by making the best use of the limited resources that are available at any point in time. It must also take into account the unusual feature of this Historic Site, that it encompasses a living community and has both private property and public infrastructure within the general “boundaries” of the Site.

Hill End is an isolated rural community with a very low population base. It is located within the very large catchment of Evans Shire but is remote from Bathurst, the operational centre of the Shire. As a result Evans Shire Council, and other agencies, have been constrained in their ability to provide the level of public support and services that might otherwise be expected by small communities in less isolated locations. Over many decades NPWS has progressively or informally taken over a number of the tasks in Hill End that might otherwise be the responsibility of local government or another agency. This has led to an unsustainable dilution of NPWS resources and some confusion or misplaced expectations about the actual role of the agency, despite an on-going productive relationship with the local community. This Master Plan refocusses that relationship and in this regard offers a form of “social contract” between NPWS and the community of Hill End.

NPWS will progressively return to its core business areas of conservation management and presenting the Historic Site to the public, while remaining as a major economic and employment generator in the village. Some areas of activity may need to be continued for the foreseeable future, others can be sub-contracted out or purchased from local suppliers and service providers. NPWS will need to liaise with a variety of external parties to develop a transition process for returning those activities for which they are rightfully responsible. This section and others under this Objective outline various aspects of a renewed focus on core business.

As part of the process of expanding an understanding of the conservation and tourism potentials for the site, NPWS will need to involve a broader range of interested parties who can bring a wide perspective to future management activities, including representatives from relevant Aboriginal, Creative Arts, heritage management and tourism areas. There also needs to be a structured process of communication with interested stakeholders, particularly those from the local community as the various objectives, management policies and actions contained within the Master Plan are implemented. This process will ensure a well considered response to those key values within the village or the Historic Site that are either changing or being progressively perceived in a different manner.

Under its legislation, NPWS is able to establish site-specific expert panels to provide such a regular forum. The establishment of a site-specific Expert Panel is one of the key initiatives of this Master Plan. It will provide the forum for a direct liaison with the local community and a wider range of interested parties in issues that affect the management of the Hill End Historic Site. All areas of interest to the local people that directly affect Site management should be channelled through the local representatives on the proposed Expert Panel.

Management Policies

Policy 3.1.1

NPWS shall progressively refocus its Historic Site management activities back to its core business areas.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Identify a range of current activities that are outside NPWS responsibilities.	NPWS		T1
A2	Identify the responsible agency or body for those actions.	NPWS		T1
	Negotiate with identified agencies for the progressive return of these activities.	NPWS	Other Agencies	T1, T2
A3	Identify a range of NPWS activities that could be provided by outside parties, on either a volunteer, direct purchase or contract basis	NPWS		T1
A4	Identify a range of outside parties who would be interested in providing these services.	NPWS		T1
A5	Negotiate with interested parties for the supply of selected goods and services.	NPWS	Other parties	T1, T2
A6	As non-core responsibilities and activities are devolved, progressively refocus available resources to Site management.	NPWS		T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- A range of activities have been identified that are either not the responsibility of NPWS Site Management or can be supplied by other parties.
- A range of other agencies and parties has been identified who will be approached to discuss and negotiate devolution of current NPWS activities.
- Agreements have been progressively reached with relevant parties concerning the bases and timetables for devolution of activities.
- NPWS progressively refocusses resources to required site management and conservation activities.
- NPWS have prepared a set of typical conservation and maintenance guidelines and discussed these with private owners of heritage buildings in the village.

Policy 3.1.2

NPWS shall establish a Hill End Historic Site Expert Panel with local community representation and participation by specialist contributors.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Formulate terms of reference for the Expert Panel, based on the recommendations of the Master Plan.	NPWS		T1
A2	Determine the preferred range of representation for the Committee, from both within the local community and from broader interest groups.	NPWS		T1
A3	Issue invitations to identified potential members of the Committee.	NPWS		T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- NPWS has determined the Terms of Reference for the Expert Panel, and identified the range of parties and interest groups that should be represented.
- Invitations have been issued, and representative positions accepted.
- The first meeting of the Expert Panel is held.

Policy 3.1.3

NPWS shall consult regularly with the Expert Panel on all relevant aspects of site management and the implementation of the Master Plan.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Agree within the Expert Panel on the proposed terms of reference and frequency of meetings.	NPWS	Expert Panel	T1
A2	Regularly hold Committee meetings in accordance with the Committee's terms of reference.	NPWS	Expert panel	T1
A3	Encourage the local community and other parties to channel relevant issues through the Expert Panel.	Expert Panel	Local Community	T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- Meetings of the Expert Panel are regularly reviewing local and wider issues related to Site management, and the local community routinely channels issues through the Committee.

Policy 3.1.4

NPWS, in conjunction with the Expert Panel, will conduct informal annual reviews of the progress in implementation of the Master Plan. A major review of the Master Plan shall be conducted every three years to determine any adjustments that need to be made to matters within the Master Plan.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Identify the range of issues that should be reviewed on an annual or triennial basis and seek endorsement of these from the Committee	NPWS		T1
A2	Present progress reports to the Committee on an annual or triennial basis	NPWS	Expert Panel	T1, T2
A3	Respond to the Committee reviews of these reports as requested.	NPWS		T1
A4	Adjust matters related to the Master Plan on a triennial basis as requested by the Expert Panel	NPWS		T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- A range of relevant review issues has been formulated and endorsed by the Expert Panel.
- Progress reports have been prepared and presented to the relevant meeting of the Committee for review.
- The recommendations arising from these reviews have been considered and incorporated into operational management and conservation practice.

3.2 Relationship with External Government Stakeholders

Synopsis

There are a number of external Stakeholders whose activities intersect with the NPWS conservation and management responsibilities at Hill End. These include Evans Shire Council, Roads and Traffic Authority, Mineral Resources, Rural Fire Service and Department of Lands. As discussed elsewhere in this Plan, NPWS have informally assumed some of the functional responsibilities of external agencies, given the remoteness of Hill End and the difficulty that other agencies can have in delivering services locally. Other agencies, such as the local Rural Fire Service crews are based in the village and have responsibilities for bush fire management in the surrounding areas. Finally, the Hill End Commons Trust is responsible for the management of the large Common that defines the landscaped backdrop at the west of the village. It is important for NPWS to refocus those elements of its relationship with these agencies and stakeholders that require clarification and separation.



The relationship with Evans Shire and other relevant public agencies regarding the management of public land such as roadways that are Crown Land, is perhaps the most important, given the degree of overlap that has occurred in recent decades. Within the village, the gazetted NPWS property typically encompasses only contiguous Torrens titled land. Evans Shire is responsible for most of the roadways, footpaths, grassed verges, street trees, stormwater drainage and local infrastructure. Other roads within the Village are Crown Roads, for which the management responsibility may not be totally clear. NPWS cannot connect services between many of its properties without crossing public land or running beneath public roads. This places undue responsibilities on NPWS in relation to public risk. While NPWS may continue to provide some services in the short term, there should be closer coordination, reporting and approvals processes between NPWS and relevant agencies, with some forms of cost or resource sharing and an understanding of the processes that will ultimately return the rightful responsibilities to those agencies.

Coordination between NPWS and the local management agencies such as the Commons Trust and the Rural Fire Service relate primarily to the management and conservation of the rural setting that complement so much of the heritage character of the village. NPWS will develop formal mechanisms for engaging these bodies in ways that are applicable to the issue. Issues with the Fire Service can be as basic as risk management to “Craigmoor” when conducting hazard reduction burns in the vicinity of this historic timber house, to long term bushland maintenance to reduce the overall risk of a catastrophic event that would threaten the whole Site. The Commons Trust reports directly to Department of Lands and is responsible for aspects such as weed and pest management that may affect the landscape resources of the Site. Regular structured relationships need to be formalised with these groups, including mechanisms for emergency responses to crisis situations.

Larger issues that can affect NPWS management range from sealing of the main access roads into Hill End, the potential approval of new gold mining ventures over the remaining mineral reserves in the locality, to the provision of improved telecommunications services to the region. NPWS must act in the best interests of the Historic Site in regard to these issues, and should liaise with and lobby these agencies to achieve its preferred outcomes. Involvement by NPWS as a community member in the local representative body, and the recommended Hill End Historic Site Expert Panel will provide relevant discussion forums for NPWS to raise and review these issues before it determines its own response as required.

NPWS cannot avoid the perception that certain day-to-day management activities on adjoining land do impact on the overall presentation of the Historic Site. NPWS needs to establish the relevant ownership framework and associated management responsibilities for these lands and liaise as necessary to achieve desired outcomes for all parties.

Management Policies

Policy 3.2.1

NPWS shall liaise with the responsible agencies, for the progressive return of selected management activities to those agencies.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Identify current NPWS activities that are rightly the responsibility of other agencies.	NPWS		T1
A2	Identify ownership of relevant lands and associated management responsibilities.			
A3	Negotiate with relevant agencies for the progressive return of management responsibilities.	NPWS	Relevant Agencies	T1, T2
A4	Identify a preferred prioritisation and timetable for such devolution.	NPWS		T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

NPWS has prepared a schedule of current activities that it currently undertakes in an informal manner on behalf of other agencies.

- NPWS has prepared a broad scenario for devolution of these activities, including prioritisation and timetables, with potential transition arrangements, cost sharing or suggestions for outsourcing the activities to other parties.
- Negotiations have been successfully undertaken with relevant agencies for the progressive return of agreed management responsibilities and the outsourcing of others. Most signed as appropriate.
- NPWS progressively refocusses resources on its core responsibilities, having devolved other activities.

Policy 3.2.2

NPWS shall maintain regular liaison with local agencies, such as the Rural Fire Service and Commons Trust, in relation to the management of local issues that may impact on the Historic Site.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Identify the range of issues that are central to the relationship between NPWS and the other parties.	NPWS	Other Parties	T1
A2	Liaise with the other parties to establish broad operational protocols for mutual engagement, and for emergency responses or assistance.	NPWS	Other Parties	T1
A3	Regularly liaise with other parties on the basis of the agreed protocols.	NPWS	Other Parties	T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- NPWS has determined a range of issues, both macro and micro, with which they need to engage other parties to protect the interests of the Site and in order to participate as a responsible corporate citizen in the local community.
- Broad operational protocols have been established with each relevant body to cover regular issues, special events and emergency response mechanisms.
- Regular liaison has been established with the parties on the basis of the protocols and regularly reviewed in accordance with experience.

Policy 3.2.3

NPWS shall continue to maintain a productive liaison with relevant state and federal government agencies in relation to the management of those agencies responsibilities as they may affect the Historic Site.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Identify the range of issues that are central to the relationship between NPWS and the other agencies.	NPWS	Other Agencies	T1
A2	Liaise with the other agencies to establish broad operational protocols for mutual engagement, regular management processes and for special responses or resolution of special issues.	NPWS	Other Agencies	T1
A3	Regularly liaise with other agencies on the basis of the agreed protocols.	NPWS	Other Agencies	T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- NPWS has determined a range of issues, both macro and micro, with which they need to engage other agencies to protect the interests of the Site and in order to participate as a responsible corporate citizen in the local community.
- Broad operational protocols have been established with each relevant agency to cover regular procedures and special issues.
- Regular liaison has been established with the agencies on the basis of the protocols and regularly reviewed in accordance with experience.

3.3 Involvement with Local Community

Synopsis

In the decades after the gazettal of Hill End as a Historic Site in 1967, NPWS has progressively been placed, by default, in a position of undue influence over the daily life of the local community. This is a direct consequence of the economic strength associated with a major enterprise, the biggest employer and largest landlord in the village. While the relationship has fluctuated over the years, NPWS has often been deflected from its primary conservation and management responsibilities by local demands or a willingness to more broadly contribute to the sustainability of this relatively isolated rural settlement. In recent years this situation has improved considerably and a good working relationship has developed between NPWS and local community representatives. NPWS is now a member of the Hill End Progress Association and shall continue to be so.



This Master Plan sets out a refocused approach for NPWS at Hill End and encourages a greater clarity in the relationship with the local community, who do not see the place as a museum or a static cultural heritage site, but as a living village. Any community exists within a democratic structure of representative state and local government for the provision of required public services. Hill End is no different in this regard. Much of the infrastructure and many of the services that influence the sustainability of the village are well beyond the responsibility of NPWS. It is up to the local people to seek appropriate representation and to lobby relevant agencies and government bodies to secure its fair share of those services. In this exercise, NPWS can only add its voice, not share the responsibility for the provision of these services.

While there are many areas in which the interests of the local community will match those of NPWS management, and vice versa, there will be times when they do not. It is essential that NPWS can contribute to, often rigorous, debate about local issues and/or join in the promotion of these issues to relevant external agencies. At times NPWS may form views that may be contrary to local opinion regarding the external resolution of issues that may affect the management of the Historic Site. The most appropriate forum for the exchange of such views

is within a community representative body, which is currently the Progress Association. In this forum NPWS must not, in the interests of transparency and to avoid any appearance of undue influence, assume any executive role. If invited to participate in such a representative body, NPWS shall maintain a membership role and status equivalent to all other members of the community. NPWS will however, maintain its right to deal directly with external stakeholders and agencies in a direct manner, related to issues that affect its management responsibilities.

The proposed Hill End Historic Site Expert Panel will act as the forum to discuss those broader ideas where local interests can be served by potential NPWS management actions.

Management Policies

Policy 3.3.1

NPWS shall maintain productive relations with the local representative body, currently the Progress Association, with regard to Historic Site management issues that affect the wider Hill End community.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Subject to the issue of invitations, attend meetings of the representative body on a regular basis.	NPWS	Local Community Body	T1, T2
A2	Maintain informal contact with local representatives to discuss issues that affect the local community.	NPWS	Local Community Body	T1, T2
A3	Bring forward for debate at the meetings issues that may affect the local community.	NPWS	Local Community Body	T1, T2
A4	As appropriate, provide advisory reports to the meetings about Site management issues or initiatives that may influence the local community.	NPWS	Local Community Body	T1, T2
A5	Coordinate the discussion of relevant issues between the local representative body and the Site Expert Panel.	NPWS		T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- Regular formal contact has been established through NPWS participation at meetings of the local representative body to discuss issues that affect the village.
- NPWS has periodically brought forward reports on site management issues that may affect the village.
- There has been coordination of the discussions held within the two local bodies regarding local or Site management issues that need to be resolved in the interests of all parties.

Policy 3.3.2

NPWS shall accept membership of the local representative body, if invited to do so, but shall not accept any invitation to join the executive of such a body.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	If invited, accept membership of the local representative body.	NPWS	Local body Executive	T1
A2	Participate as an equal member with all other members of the local community.	NPWS		T1, T2
A3	Bring forward for discussion any matters that may be of importance to the body.	NPWS		T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- NPWS has been accepted as an equal voting member of the local representative body, with the equivalent status of any other member of the community.
- NPWS has periodically raised a broad range of issues of mutual concern to members of the local community.

Policy 3.3.3

NPWS shall continue to maintain independent contact with relevant state and federal government agencies in relation to the management of those agencies responsibilities as they may affect the village as a whole.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Periodically identify external issues that may have an impact on the management of the Historic Site or the exercise of broader NPWS responsibilities.	NPWS		T1, t2
A2	Formulate a response to such issues that reflect NPWS interests and responsibilities.	NPWS		T1, T2
A3	As appropriate raise these issues within the local representative body or at other community forums, and seek consensus.	NPWS	Local Community	T1, T2
A4	Irrespective of any common consensus, maintain independent contact with relevant agencies to either reinforce the agreed view or advocate NPWS views.	NPWS	External agencies	T1. T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- NPWS has periodically consulted with the local community on external agency issues of mutual concern.
- NPWS has either joined in a common community approach to such agencies regarding seeking a preferred outcome, or independently made approaches to such agencies to communicate its own views on a particular issue.

3.4 NPWS as Landlord

Synopsis

NPWS owns and manages at least 35 buildings within the Historic Site. Many of these were acquired as part of the original gazettal, others during later programmes. As part of this acquisition process a number of leases, mostly for residential purposes, were negotiated with existing owners resulting in long-term tenancy or occupancy rights to various parties. Some of these leases remain in place. A number of the commercial buildings within the Historic Site are also leased on a long-term basis. In recent years NPWS has renegotiated many of the existing leases and signed new leases with new residents or business operators in Hill End.



The range and differences between leases have been a source of difficulty for NPWS as Landlord and has contributed to the perception of inactivity in the village, particularly for those buildings that remain empty or under-utilised for long periods of time. There has been a lack of clarity within many leases as to who is responsible for periodic building maintenance or even the normal day to day operations of plumbing and electrical systems. Many occupants expect NPWS to fulfil this role. The failure of conservation leases in past has been the result of poor lease negotiation, management and monitoring. There is a need to clearly establish management and monitoring protocols for such leases.

There are only a limited number of historic buildings within the Historic Site, and this Master Plan discourages the construction of new buildings within the historic core. There is thus a finite built resource that can contribute to the economic well being of the village and the presentation of its heritage significance to visitors. It is in everyone's interest that as many buildings as possible are actively and productively used and that the leases over these buildings enhance that contribution.

As a principle, all leases will be based on market rental. NPWS may consider negotiating a period of subsidised lease payments if prospective lessees can demonstrate that a reduced rent for an agreed period would significant conservation, social and economic benefits.

NPWS may agree to a non-market rental, primarily for commercial leases, in order to encourage a potential business, cultural, educational, community or tourism activity to establish itself in a selected historic building or buildings, where such activities will clearly benefit the long-term significance and sustainability of the village. Such agreements will be periodically reviewed and progressively brought to market rental, as appropriate. Residential leases will, on the whole, be based on a simple landlord tenant relationship, unless a prospective tenant can put up a clear business case for another kind of relationship.

NPWS will continue the current programme to develop a consistent tenancy policy regarding standardised lease agreements, market based or selectively applied subsidised rental payments, length of tenure, sub-leasing, occupation of rental property and termination of leases for absentee tenants. This program shall include negotiating conservation agreements with lessees regarding their conservation and maintenance obligations, possibly supported by simple maintenance schedules. Lessees shall also be encouraged to maintain the garden setting of the building within agreed guidelines. An annual programme of inspections regarding property maintenance will also be instituted. This program will provide a greater degree of certainty and equity, encouraging a commitment to the place by the tenants.

NPWS will consider outsourcing its real estate management services to a local business provider. Lease tendering and selection of appropriate tenants for individual properties will remain the responsibility of NPWS. In accordance with current practice, NPWS may continue to seek the participation of local community representatives on any lease selection panels. The identification of preferred future uses for individual historic buildings, and their progressive release to the market place shall be progressively resolved by NPWS, taking into account the overall objectives established within this Master Plan, and the Schedule of Building Uses appended to this Master Plan. Local community representatives, including business operators will have an opportunity to participate in this process through the proposed Hill End Historic Site Expert Panel.

Management Policies

Policy 3.4.1

NPWS shall complete as expeditiously as possible the current programme of rationalising and standardising leases for individual buildings within the Historic Site.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Complete the review of specific residential leases and negotiations with individual leaseholders, taking into account their legitimate rights and interests.	NPWS	Lessees	T1
A2	Complete the review of any non-residential leases and negotiations with individual leaseholders, taking into account their legitimate rights and interests.	NPWS	Lessees	T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- All residential and non-residential leases within the Historic Site have been reviewed and renegotiated with existing lessees, bringing them to a consistent standard of terms and conditions.

Policy 3.4.2

NPWS shall develop a concise form of "conservation agreement", with an attached maintenance schedule, for new leases to clarify NPWS and lessee obligations with respect to the maintenance and upkeep of the property.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Identify the most typical building maintenance issues and develop a standard maintenance schedule.	NPWS		T1
A2	Produce a model "conservation agreement" for both residential and commercial buildings, outlining the protocols and obligations of both lessee and NPWS.	NPWS		T1
A3	When each new lease is under negotiation, discuss the "conservation agreement" with the potential lessee to gain their acceptance of its constraints and requirements.	NPWS		T1, T2
A4	Include a "conservation agreement" in each lease that is signed or renewed for residential or commercial buildings within the Historic Site.	NPWS		T1, T2
A6	Jointly inspect each of the leased buildings within the Historic Site, with the tenant on an annual basis to check compliance with conservation agreement conditions.	NPWS	Lessee	T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- NPWS have developed a standardised maintenance schedule or schedules for the historic buildings within the Site, and a model conservation agreement for new leases.
- These documents have been reviewed and endorsed by the Expert Panel, confirming community “ownership” of the process as a means of facilitating implementation.
- All new and renewed leases include conservation agreements and maintenance schedules.
- Periodic regular inspections have been instituted to ensure compliance with the agreements.

Policy 3.4.3

NPWS shall consider sub-contracting the management of all leased premises to a local service provider.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Review current NPWS lease management obligations and activities.	NPWS		T1
A2	Prepare a business case examining the potential for sub-contracting the property management activities of leased premises	NPWS		T1
A3	Identify local capacity through EOI process.	NPWS		T1
A4	Formulate a brief and draft contract for the provision of such services.	NPWS		T1
A5	Tender the service package, and negotiate with preferred tenderer.	NPWS		T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- NPWS have prepared a business case that examines the potential to sub-contract the property management of all leased premises in the Historic Site.
- NPWS have determined if the sub-contracting process will proceed.
- Local capacity has been identified through an EOI process, tenders called and a successful tenderer selected.
- NPWS continues to focus on its management and conservation responsibilities within the Site by reallocating resources to core functions.

3.5 Planning and Development Framework

Synopsis

The Planning Framework for Hill End is outdated and inadequate to support any long-term vision for the development of the village. Evans Shire utilises an extremely dated statutory plan - an Interim Development Order (IDO) dated 1980. The IDO covers the whole Shire, with only two zoning designations; "rural" and "village". The IDO is currently subject to a review by a consultant team appointed by Evans, a process that is intended to produce a new Local Environmental Plan. Development within the village is also guided by a Draft Development Control Plan (DCP), which focuses on the provision of sympathetic development within the sensitive central areas of the village. NPWS has no separate planning documentation to guide future development within the Historic Site, a situation that has not been problematical in the past when the primary focus has been on conservation and re-use, rather than new development. It is assumed that any development on NPWS land within the area covered by the Draft DCP would be guided by that document. The Hill End Draft DCP is in the process of being updated by Evans Shire. This is likely to include coordination with the recommended Character Zones established by this Master Plan. NPWS will request that the Master Plan forms the basis of management for the Hill End Historic Site under the proposed Evans LEP, as a "locality"

The Development Approvals framework for Hill End is complicated by the two major forms of land ownership, particularly within the historic core of the village. Although NPWS is the major property owner, parcels of privately owned land are scattered throughout Zones 1 and 2, as described in Section S2.5. Beyond the historic core, NPWS owns large areas of former gold mining sites and most of the former village centre of Tambaroora. Most of the new housing is located on privately owned land in Zone 3. Evans Shire controls development on privately owned land. It is possible that consent can be granted for development in the village centre that is not in the best interests of the Historic Site, without consultation with NPWS.

The *EP&A Act* requires NPWS to undertake environmental assessment of all on-park activities, under Part V of the Act. NPWS has an established process for approvals known as the "NPWS Guide to Approvals". This will remain as the standard source document. The REF process provides a structure and systematic method for determining the likely effect of activity on the natural and cultural environment and whether any EIS is required pursuant to Part V of the Act. For NPWS land, which is normally zoned 8(a), development that is permitted under the *NP&W Act* does not require Development Approval under Part IV of the *EP&A Act*. *SEPP4 - Development Without Consent* - provides that any development on historic sites, which is permissible with development consent under an LEP, does not require development consent. Under current practice REFs are assessed by other sections of NPWS to maintain balance and transparency of process. The relationship of the approvals processes with those required under the *NSW Heritage Act* is discussed in Section S2.6. *SEPP4* also requires that *prescribed activities* be referred to a Council for assessment.

The approvals process for buildings and other features within the Historic Site will need to take into account the requirements of the *NSW Heritage Act*. The Master Plan recommends the preparation of a Conservation Master Plan for the conservation of the historic buildings and features across the entire Historic Site, including the identification of a number of exemptions for minor works and maintenance. Once endorsed by the NSW Heritage Council NPWS will be the consent authority for any development covered by those exemptions. Individual concise conservation plans will be written for development proposals that are outside those exemptions and be separately endorsed by the Heritage Council. The REF process will take account of the policies and guidelines contained within the overall CMP or any subsequent conservation plan.

Management Policies

Policy 3.5.1

NPWS shall liaise with Evans Shire for a right to contribute to the current Strategic Study, in relation to any matters within a future LEP that may affect the the conservation and management of the Historic Site.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Liaise with Evans Shire to ascertain the nature and timing of the Strategic Study.	NPWS and consultants	Evans Shire	T1
A2	Identify any issues that should be brought forward for consideration as part of the study.	NPWS		T1
A3	Request that Hill End be managed under the LEP as a "locality"	NPWS	Evans Shire	T1
A4	Promote these issues to Evans Shire for consideration as part of the study.	NPWS	Evans Shire	T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- NPWS has determined a number of issues related to the planning and development of the land in the vicinity of the Historic Site that may influence the heritage values or future management of the Site.
- These issues have been raised with Evans Shire in a timely manner for consideration as part of the Strategic Study.

NPWS have made a formal submission to Evans Shire recommending incorporation of relevant sections of the Master Plan into Council's planning instrument.

- The Strategic Study has considered these issues and responded with recommendations.

Policy 3.5.2

NPWS shall cooperate with Evans Shire for the preparation of an updated DCP that recognises the various Character Zones within the historic core of the Village.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Review any recommendations arising from the Strategic Study that may affect the Historic Site.	NPWS		T1
A2	Review the draft DCP for its relationship with the recommendations of this Master Plan.	NPWS		T1
A3	Develop and submit a position paper on changes to the draft DCP that may enhance future development in the village and the Historic Site.	NPWS		T1
A4	Promote these ideas to Evans Shire and seek their potential incorporation in a new Development Control Plan.	NPWS		T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- NPWS has developed and submitted a series of recommendations for enhancing the current draft DCP in relation to the recommendations of this Master Plan.
- A new DCP has been produced by Evans Shire.

Policy 3.5.3

NPWS shall liaise with Evans Shire for a right to comment on any development proposals for privately owned land within Character Zones 1 and 2, in relation to issues that may affect the conservation and management of the Historic Site.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Identify any issues in the current development approvals system in relation to private property within Zones 1 and 2 that may affect the Site.	NPWS		T1
A2	Review any issues arising from a new LEP and DCP in relation to development on such private land, which may affect the Historic Site.	NPWS		T1
A3	Develop a position on the issues for which NPWS should seek comment in relation to development proposals for private land.	NPWS		T1
A4	Promote these ideas to Evans Shire and seek to establish a referrals process for development proposals on private land in the vicinity of the Historic Site.	NPWS		T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- NPWS and Evans Shire have formulated a protocol for referral of any development on private land within Zones 1 and 2.
- NPWS progressively provide comment to Evans Shire on such proposals as they arise.

Policy 3.5.4

NPWS shall remain as the consent authority for development within the Historic Site within the frameworks established by the EP&A and NSW Heritage Acts.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Prepare concise conservation plans for any major works to heritage properties.			T1
A2	Prepare REFs in the context of these plans.			T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- Within the context of the endorsed Conservation Master Plan, REFs have been prepared for any identified exempt activities that do not require the preparation of concise conservation plans.
- For development proposals that depart from the CMP Exemptions, a concise conservation plan has been prepared to review and guide the proposal.
- A REF has been prepared against both the CMP and the more detailed conservation plan for any such proposals.
- Approval has been granted by NPWS for any such proposals, after due process.

Policy 3.5.5

NPWS shall establish a protocol with Evans Shire for referral of those development proposals within the Historic Site that may impact on wider planning issues related to the village and the locality.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Identify any likely development matters in the current approvals system that may impact on wider planning issues related to the village and the locality.	NPWS		T1
A2	Liaise with Evans Shire to develop a protocol for referring any such development proposals within the site to Council for comment as part of the normal REF process.	NPWS		T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- NPWS has developed a clear idea of the range of matters such as increased traffic or parking, environmental run-off, or increased social service demands arising from on Site development proposals, which may affect the whole village.
- NPWS has agreed a protocol with Evans Shire to refer such proposals for comment.

3.6 Contemporary Infrastructure Management

Synopsis

In most relatively isolated rural communities the provision of infrastructure is the responsibility of the local council, with some support from state agencies such as RTA, Department of Lands and DPWS, now the Department of Commerce, or federal agencies such as Telstra. Where resources are inadequate, the services are simply not provided or are provided at a level below that provided in or near larger urban settlements. At Hill End, the presence of NPWS as a state agency, and the importance of the Historic Site within the tourism assets of the state, has given the local community an informal means of securing some infrastructure that would not normally have been provided. In particular, there is a sewerage system in the village that is well beyond most rural communities and is in fact well in excess of local need.

The involvement of NPWS in the provision or management of some of this local infrastructure raises issues of legal and financial responsibility that may not be sustainable into the longer term. It also raises issues of coordination, approvals and cost sharing with the relevant service provider. No formal arrangements seem to exist for the installation of NPWS supplied services under non-NPWS owned roads.

NPWS has commissioned a study to advise on the preferred future management of the sewerage system and is in the process of reviewing its role in the provision of local infrastructure. In the past this provision was often on a reactive basis and done without adequate cost sharing with the end user. Few records were kept with regard to services infrastructure distribution throughout the Historic Site or elsewhere in the village. NPWS are responsible for some sections of publicly used roads and three bridges within the Historic Site. These need to be reviewed by a structural engineer. CMPs may be necessary for their long-term conservation and maintenance.

NPWS will develop formal heads of agreement with relevant infrastructure owners and agencies as required to clarify the roles and responsibilities between them.

NPWS will continue to manage the water and sewerage infrastructure that has been installed by the Service, subject to the results of any appropriate reviews. Evans Shire has adopted the recommendations of the former Department of Public Works and Services in "Affordable Water Supply and Sewerage for Small Communities".

Management Policies

Policy 3.6.1

NPWS shall develop a medium term policy in response to the recommendations of the water and sewerage study.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Review the recommendations of the 2003 consultants report.	NPWS		T1
A2	Develop a business case analysis for the long-term provision of water and sewerage in the village.	NPWS		T1
A3	Develop a policy that responds to the findings of the business case.	NPWS		T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- NPWS has fully considered the issues related to the long-term provision of water and sewerage in the village, including cost projections and cost recovery scenarios.
- NPWS has formulated a policy on this issue.

Policy 3.6.2

NPWS shall maintain liaison with relevant local, state and commonwealth agencies in relation to the provision of required infrastructure within the Historic Site.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Identify the range of issues that are central to the relationship between NPWS and the other agencies.	NPWS	Other Agencies	T1
A2	Liaise with the other agencies to establish broad operational protocols for mutual engagement, regular management processes and for special responses or resolution of special issues.	NPWS	Other Agencies	T1
A3	Regularly liaise with other agencies on the basis of the agreed protocols.	NPWS	Other Agencies	T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- NPWS established protocols with relevant agencies.

Policy 3.6.3

NPWS shall closely coordinate its activities regarding the provision or upgrading of infrastructure within the Historic Site, where such infrastructure intersects with public or privately owner land or infrastructure.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Identify the issues or locations where NPWS must interrelate to public or privately owned land or infrastructure.	NPWS		T1
A2	Formulate internal protocols and procedures for responding to these issues.	NPWS		T1
A3	Monitor procedures.			T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- NPWS has developed a clear set of internal protocols and procedures for managing the interface with public or privately owned land or infrastructure during the installation or upgrading of any works on the Historic Site.
-

4.0

NPWS as Conservation Manager



4.1 Natural Landscape Conservation

Synopsis

Hill End lies between the major population centres of Bathurst and Mudgee, in Central Western New South Wales. When approached from Bathurst, the nearest centre is Sofala, some 35 km to the east.

Hill End lies near the south eastern end of the Central West Catchment, which encompasses the Macquarie, Cudgegong, Bogan and Castlereagh River Catchments. The Central West Catchment Management Board manages the region. One of the key roles of the Board is to understand and manage the landscape dynamics of the Catchment in the context of their cultural values. Catchment health and other natural values may compete with cultural values, especially in the context of respecting the historic presence of degraded former mine landscapes while minimising down stream risks from sediment release or other factors. Biophysically, the Central West Catchment covers a wide diversity of landforms, vegetation species and communities. Geological formations are often complex and have a significant impact on the management options available to natural resource managers. The variety of soil types also creates significant management challenges for erosion control, nutrient management and salinity management.



The village of Hill End presents as a small self-contained cultural landscape within a much larger natural setting. It is situated on the southernmost rim of a plateau that falls steeply into the undulating Turon and Macquarie River valleys, making the location traditionally popular

with the Aboriginal inhabitants. The isolation of the modern settlement is reinforced by a dramatic backdrop of wooded hills to the west, most of which are located within the broad expanse of the Hill End Common, or which comprises formerly degraded mining landscapes that have since been recaptured by the bush. The surrounding bushland to the south and west is sparsely settled, while the roads to Sofala and Mudgee wind through broad agricultural landscapes and natural forests.

The isolated quality of the Hill End and the Historic Site is it's reinforced by its relationship with the surrounding landscape, being the hills and valleys to the west and the treed character of the common. This contrasts with the dominant quality surrounding many NSW country towns where the cultivated paddocks for grazing and crops form a recognised and traditional relationship to the towns. These cultural landscape patterns are absent at Hill End. Visitors approaching the village are suddenly presented with a landscape that changes from natural forest to cultivated settlement, an impact that is reinforced by the exceptional qualities of the planting along Beyers Avenue at the entrance to the village centre.

The mining landscape around the town centre remains as an integral part of the character and heritage significance of the town, despite the extensive regrowth. The selective retention and preservation of representative examples of these landscapes in a recognisable form, both the vicinity of the village and in the surrounding locality, is critical to the image and quality of the place. Selected representative samples should be kept cleared or returned to their cultural character. This would naturally have to be in a contemporary management context, e.g. environmental assessment that would set conditions for how the natural environmental impacts are to be addressed and managed, e.g. identifying non-active gullies, silt traps etc.

The artistic legacy of Hill End reflects an image of isolation, dislocation, thinly populated, sparse vegetation and a dominance of the natural forces of sun and sky.

The contemporary village presents as a relatively open cultivated landscape dotted with historic buildings, many of which are surrounded by fences and the remains of earlier gardens.

The integrated layers of the landscape of Hill End are critical to its heritage values.

Management Policies

Policy 4.1.1

NPWS will liaise with relevant parties to support the protection of the natural setting of the Historic Site and the village.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Actively engage with the Commons Trust to support sustainable natural and cultural heritage management on their lands.	NPWS	Commons Trust	T1, T2
A2	NPWS to request that a Resource Mgt Sub-Committee of the Trust be established and that the NPWS attend and support this group.	NPWS	Commons Trust	T1, T2
A3	Investigate the establishment of a VCA over key sections of the Common	NPWS	Commons Trust	T1, T2
A4	Liaise with relevant parties to ensure that the treed ridges are retained to the south and north of the village centre.	NPWS	Other parties	T1, T2
A5	Liaise with Evans Shire and the local community to maintain a clear definition of the edges of the settled area.	NPWS	Evans Shire and other parties	T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- The bushland context of the village and the Historic Site remains well managed and the landscaped clarity of the edges of the settled area remains legible.

Policy 4.1.2

NPWS will identify selected representative examples of the mining landscapes that should be kept cleared or returned to their cultural character.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Establish an outline area of the mining landscape that reflects an appropriate form based on historic use and current extent.	NPWS		T1, T2
A2	Selectively remove vegetation to maintain the perception of a disturbed landscape.	NPWS		T1, T2
A3	Ensure that the mining landscape is not further colonised by vegetation.	NPWS		T1, T2
A4	Ensure that the voids between the buildings of the town core are maintained.	NPWS		T1, T2
A5	Encourage the maintenance of existing gardens around houses to reinforce the essence of a domesticated landscape.	NPWS	Lessees	T1, T2
A6	Encourage the reintroduction of lost gardens.	NPWS	Lessees	T1, T2
A7	Promote the recommendations of the tree management strategy for Beyers Avenue.	NPWS	Evans Shire	T1, T2
A8	Promote the demarcation between the cultural and natural landscape through the removal of much of the pine forest at the entry to the village.	NPWS	Evans Shire	T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- The clarity of the cultural landscape as a layer within the broader natural landscaped setting has been maintained on an on-going basis.
- Selected representative samples of degraded but culturally important mining landscapes in the vicinity of the village and within the wider locality have been identified for their ability to interpret the mining heritage of Hill End.
- The identified samples, e.g. non-active gullies, have been cleared or returned to their cultural character.
- Appropriate environmental and catchment management actions and protective measures, such as silt traps etc have been put in place to avoid undue pressure on natural values arising from the retention of degraded mining landscapes.
- The open landscaped character in the centre of the village is maintained, with small gardens around cottages reinforced and well maintained.
- Tree management programmes in Beyers Avenue have been implemented through the gradual replacement of the mature trees with a new planting strategy.
- Much of the pine forest at the entry to the village has been removed to clarification the demarcation between the surrounding natural landscape and the cultural landscape setting of the village.

4.2 Aboriginal Heritage Management

Synopsis

Gabriel Zilber's *Aboriginal Heritage Study*, 2001, provides the most comprehensive review of available material with regard to the association between Aboriginal people and the locality around Hill End. The Introduction to her study notes that the report was only a preparatory survey and "in no way represents a definitive study of Indigenous histories of the Hill End area. Rather the study should be utilised as a reference point for future research".

Zilber notes that the original occupants of the district "have been demarked on a linguistic basis as belonging to the Bularidee tribe of the eastern Wiradjuri speaking peoples within the Riverine Region. There appears to have been three distinct Aboriginal groupings in the region between the Bathurst Plains and the valleys of Wellington and Mudgee, with Hill End situated in the centre." She also observes that the proximity of a reliable water supply from the Turon and Macquarie Rivers would have made the Hill End region in general an ideal area in which to move between encampments. Various studies commissioned by NPWS in recent decades have traced occupation back approximately 5,700 years and have identified a reasonably large number of Wiradjuri sites within the wider region. These sites include camp sites, carved trees, quarries, stone arrangements, bora rings, burial grounds, rock engravings and rock shelters, providing a strong legacy of Aboriginal occupation.

In her Executive Summary Zilber notes that "historiographical surveys of Aboriginal relations with the Hill End landscapes have been ill defined, not least due to the sparse archaeological and documentary evidence available and the dominance of gold mining discourse. The Wiradjuri people's relationship with the landscape cannot be understood unless viewed within the framework of broader historical themes that affected the Bathurst/Wellington regions. Zilber also records the limitations that affected her work, noting in particular "the absence of contemporary Wiradjuri or local Hill End/Bathurst knowledge". At the time of her report, Bill Allen, the NPWS Aboriginal Sites Officer (Bathurst) was in the process of compiling oral histories from areas such as Bathurst, Wellington, Orange and Mudgee.

The history of Bularidee tribe in the first half of the 19th century was inevitably caught up in the broader social, political and economic events of the area. These included the white pastoralist invasion after 1817, the Wiradjuri resistance, which was recognised as being "the most expressive communication of anger towards white invasion witnessed by colonists to date", and the effect of Martial Law that was declared in 1824 for the region west of Mount York.

Zilber observes that "the gold rush presented the Bularidee with the option of remaining fringe dwellers or moving across the landscape and devising kinship and marriage connections with Wiradjuri people or other clans of the central grasslands, such as the Kamilaraay, Ngayamposa and Paakantji. Given the limited degree of evidence of Aboriginal people in Hill End during the gold rush, and in subsequent years, it is the contention of this (Zilber) report that the Bularidee did not simply die out". She concludes, "The Bularidee tribe of Hill End seem to have lost significant representation within the region as a result of the gold rush, and have thus remained on the fringes of the town's gold mining history, leaving little evidence of their existence, or destinations upon leaving." There is clearly more work to be undertaken before a greater understanding of the Aboriginal heritage and associations with the Hill End district can be reached.

Management Policies

Policy 4.2.1

NPWS will undertake active research and investigation to identify and engage with Aboriginal communities and/or persons with traditional and/or contemporary links to the Hill End area.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	NPWS to manage continuing research into contemporary Wiradjuri knowledge.	NPWS and Consultants	Aboriginal community	T1
A2	Integrate additional information with overall understanding of Aboriginal heritage for the region.	NPWS and Consultants	Aboriginal community	T1
A3	Based on the Zilber report, formulate a research strategy and program for the short and medium term.	NPWS and Consultants	Aboriginal community	T1
A4	Mobilise resources to support the identified research work.	NPWS and Consultants	Aboriginal community	T1, T2
A5	Undertake programmed research into Aboriginal associations with the region.	NPWS and Consultants	Aboriginal community	T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- The Sites Officer has been provided with adequate resources to continue research work.
- Information has been progressively collected and integrated with existing understanding of Aboriginal heritage in the region.
- A detailed research programme has been prepared, in consultation with the local Aboriginal community.
- Financial and personnel resources have been secured to undertake the programme.
- Research is progressively undertaken in accordance with the programme.
- The programme is progressively reviewed against its stated objectives.
- The research results have been progressively collected and integrated with existing understanding of Aboriginal heritage in the region.

Policy 4.2.1

NPWS shall invite Aboriginal community representation onto the proposed Hill End Historic Site Expert Panel.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Liaise with relevant representatives of the Aboriginal community to identify a potential member for the Expert Panel.	NPWS	Aboriginal community	T1
A2	Agree terms of reference for the nominated representative.	NPWS	Aboriginal community	T1
A3	Once identified, invite the representative to participate in the Expert Panel.	NPWS	Aboriginal community	T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- A representative of the Aboriginal community has been nominated for participation in the Expert panel.
- The nominated representative has accepted an invitation from NPWS to participate.

Policy 4.2.3

NPWS will develop Aboriginal cultural heritage as an interpretive theme for Hill End.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Review existing regional or local interpretation programs.	NPWS and Consultants	Aboriginal community	T1
A2	Progressively integrate new information into existing programs.	NPWS and Consultants	Aboriginal community	T1, T2
A3	Develop new interpretation and tourism programs for implementation	NPWS and Consultants	Aboriginal community	T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- Research results are progressively built into existing interpretation and tourism programmes or used as the basis for new programmes.
- Aboriginal heritage themes are progressively integrated into the tourism positioning of the Historic Site and the region generally.
- Aboriginal cultural heritage has been adopted as a fully integrated major interpretive theme for the Historic Site and the locality.

4.3 Mining Cultural Heritage Conservation

Synopsis

In *Hill End, Reading a Historic Australian Goldfields Landscape*, 2003, for NPWS, Alan Mayne captures the contemporary reality of the former mining landscape.

“Visitors come to Hill End in the main because of its mining history, yet specific mining places are elusive. Although the legacy of mining is all-pervasive in the spaces around Hill End, the actual sites of mining activity have largely blended, albeit tortuously, with the space they so disturbed. ... Johann Krohmann’s mine, once the richest on the field, now requires a scramble down through the undergrowth to view its massive stone foundation walls and blackberry-infested shaft. ... The town’s sports ground – site of the 1951 Gold Centenary Celebrations which sparked much of the momentum for recognition of Hill End’s heritage significance – now occupies the spot where the battery’s large dam once stood, before the eroded hillsides silted up. ... Parts of a stamper battery lie besides the road to Hawkins Hill. Their provenance is uncertain”.

“It takes walking legs or a four-wheel drive to see a stamper battery still standing at the place where it completed its last crushing. ... Another battery ... stands amid the bush at the Valentine Mine, north of Tambaroora. It was used here until the early 1940s. The battery and the nearby mine shaft have been repaired by NPWS ... A lengthier excursion is needed ... to see the most substantial surviving mining place of all: the roasting kilns and battery building that the Colonial Gold Mining Company constructed in 1855”.

“The town of Hill End, rather than the mines that once sustained it, provides the most tangible associations with the district’s European history. ... Houses as well as commercial buildings make up the historic townscape. The most striking is “Craigmoor”, in Beyers Avenue ... Miner’s cottages, rather than mansions, give Hill End its distinctiveness as an historic place. These vernacular buildings ... comprise a remarkable assemblage of survivals from Hill End’s gold mining years”.

“Visually, the historic landscape of Hill End is defined as much by the introduced trees and plants as it is by buildings. Beyers Avenue has pride of place. ... Less obvious ... are the remnants of cottage gardens, and the plants that have spread from them. ... Hill End’s historic gardens are indeed among the most important – and widespread – survivals of the town’s beginnings. They are the tangible evidence of the subsistence lives that sustained this place. Many of the identifying elements from Hill End’s historic places have lost definition as the sites themselves have been subsumed within the local landscape by the long-term environmental rhythms of season upon season”.

The Mining Cultural Landscape of Hill End extends far beyond the core of the historic village, and yet it’s historical nature is most easily communicated by the collection of surviving buildings and landscape elements that make up the core. Even the eroded landscapes close to the centre are muted by extensive regrowth. NPWS have concentrated over recent decades on the active conservation of the buildings within the village and the passive conservation of the surrounding mining landscape, with its severe erosion and scattered physical evidence. Old mines represent severe hazards for casual visitors and many now house a variety of birds or other creatures.

Management Policies

Policy 4.3.1

NPWS shall adopt a broad or holistic approach to the conservation and presentation of the Mining Cultural Landscape as an important component of Hill End.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Review past and current conservation programs and identify new directions for interpreting and managing the entire resource in a coordinated and comprehensive manner.	NPWS		T1
A2	Review past and current interpretation and presentation programs and identify new comprehensive directions across the entire resource.	NPWS		T1
A3	Develop a new, comprehensive approach for the conservation and presentation of the mining cultural landscape.	NPWS		T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- Past and current programmes have been reviewed for their concentration on particular aspects of the heritage, such as historic buildings in the village, or certain mining sites, at the expense of others, such as the smaller or more detailed aspects of life, or the garden settings around old buildings.
- A more comprehensive approach has been developed that encompasses the whole of the mining cultural landscape, both within the environs of the village and in the more remote areas of the Historic Site.

Policy 4.3.2

NPWS shall enhance the interpretation and visitation programmes related to the broader mining cultural landscape in the outlying areas of the Historic Site.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Review existing interpretation and visitation programs for the outlying areas.	NPWS		T1
A2	Assess how these areas can be brought more effectively into the presentation of the overall mining heritage.	NPWS		T1
A3	Identify areas for enhanced programs and management activities.	NPWS		T1
A4	Mobilise resources for these programs.	NPWS		T1
A5	Prepare and initiate these programs.	NPWS	Local providers	T1
A6	Review the effectiveness of the programs and adjust accordingly	NPWS		T2
A7	Liaise with Dept. of Mineral Resources regarding geology and mining history to enhance the interpretation of mining heritage.	NPWS	Dept of Min Resources	T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- The mining heritage of Hill End and the Historic Site has been more comprehensively conserved and presented to the public.
- This aspect of the overall tourism themes for the Site has been strengthened in the public mind and tourism has increased.

Policy 4.3.3

NPWS shall selectively improve the legibility of the mining cultural landscape in the immediate vicinity of the village.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Review the extent of re-growth across degraded mining landscapes in the vicinity of the village core, including environmental and ecological issues.	NPWS		T1
A2	Carefully study old photos and artwork from both Holtermann period and late 20th century to identify areas for possible clearing of regrowth.	NPWS	Local Community	T1
A3	Progressively clear chosen areas to reveal the character of the mining landscape.	NPWS		T1, T2
A4	Reposition iconic items of old mining equipment as public art within the central areas of the Site	NPWS		T1
A5	Advise the Dept of Mineral Resources of any proposed rehabilitation of mine sites.			

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- Selected areas regrowth have been cleared or thinned to reveal areas of degraded mining landscape within relatively close proximity of the village core.
- A number of iconic items have been selected, conserved and installed as public art in key locations around the village.
- Advice has been given in advance of any proposed rehabilitation of mine sites to ensure that an appropriate response is taken to mine safety and to preserve sites of geological interest.

Policy 4.3.4

NPWS shall progressively commission additional specific research into deeper historical themes related to the mining heritage of Hill End.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Formulate a research strategy for the short and medium terms.	NPWS and Consultants	Local Community	T1
A2	Mobilise resources to support the program.	NPWS		T1, T2
A3	Undertake programmed research into additional aspects of the mining heritage.	NPWS and Consultants		T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- The Department of Mineral Resources has been approached to identify information on mining heritage and geological resources for the area.
- A detailed research programme has been prepared, in consultation with the local community.
- Financial and personnel resources have been secured to undertake the programme.
- Research is progressively undertaken in accordance with the programme.
- The programme is progressively reviewed against its stated objectives.
- The research results have been progressively collected and integrated with existing understanding of mining heritage of Hill End.
- Research results are progressively built into existing interpretation and tourism programmes or used as the basis for new programmes.
- Mining heritage themes are more thoroughly integrated into the tourism positioning of the Historic Site and Hill End.

4.4 Artistic Cultural Heritage Conservation

Synopsis

Alan Mayne captured the dilemma associated with the Artistic Cultural Landscape of Hill End.

Explain Artistic Cultural Landscape

“The place has international significance as a key landscape that is depicted in influential artistic representations over half a century. Its desolated landscape – the disappearing town, the eroded gullies, the pock marked slopes – provided Drysdale and Friend and their followers with the scene for a searing reappraisal of traditional landscape perceptions. The shock of recognition we experience in the austere power of Drysdale’s work is now an essential part of the Australian experience”. It is a view that can be easily overstated. Hill End occupies “a decisive but not a unique place in Australian art history”. Australian art was in a constant state of development throughout the 20th century and the Hill End work must be seen within that context.

The casual visitor to Hill End today would find it hard to appreciate that this quiet rural landscape was the scene of such intense activity in the relatively recent past, or that it continues to draw artists, both professional and amateur.. This is at the core of the relationship between the artistic heritage and contemporary art activities in relation to the contribution of this important aspect to the overall life and image of the town.



There have been attempts over the last decade to promote the artistic heritage of Hill End to the wider public, with Gavin Wilson being the main interpreter. NPWS and others have maintained a productive liaison with the Bathurst Regional Art Gallery, which has a good collection of art produced at Hill End and with the National Art School, in an attempt to facilitate an on-going artistic tradition at Hill End. Several of the NPWS historic buildings either maintain their links with artists or are being examined for their potential to support short-term programmes. Painters and other artists are attracted to the place for periods of

creative endeavour. A noted potter has established a strong base in the village. The local community is keen to explore further connections with contemporary artists to ensure that this tradition continues. Professional artists don't necessarily want to be on show as they create, but there should be opportunities for their work to be regularly shown and sold.

There are less formal opportunities for students and amateur artists to come on short term painting or sketching trips to Hill End. This concept is very popular in many historic towns in Europe and could provide another basis for niche tourism growth, supported by the B+B, Hotel, tearooms and café for accommodation and light meals. There is also a good education kit for the artistic heritage, done by the NPWS Foundation in 1995. AGNSW Society tours to Hill End could be reactivated. These opportunities represent high value tourism.

NPWS shall expand its traditional emphasis on the gold mining heritage of Hill End to include the artistic heritage, as one the major interpretive themes for the next phase of conservation and management. This programme shall include not only the artistic heritage from the late 20th century, but provide opportunities for artists and arts related programmes to utilise some of the appropriate historic buildings to support the on-going sustainability of this important component of its heritage and contemporary life.

Management Policies

Policy 4.4.1

NPWS shall continue to facilitate the development of artistic heritage related programmes in the Historic Site.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Facilitate the development of artistic heritage promotional and activity programmes.	NPWS	Stakeholder Groups	T1
A2	Give preference to the use of known arts related cottages for such programs and negotiate suitable leases.	NPWS		T1, T2
A3	Facilitate the use of the Royal Hall as a venue for periodic arts heritage related events.	NPWS		T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- The artistic heritage of Hill End and the Historic Site has been more comprehensively conserved and presented to the public.
- This aspect of the overall tourism themes for the Site has been strengthened in the public mind and tourism has increased.

Policy 4.4.2

NPWS shall continue to facilitate the development of arts education related programmes in the Historic Site. This may include the provision of subsidised lease rental arrangements where prospective lessees can demonstrate that a proposal offers significant conservation, social and economic benefits if a reduced rent for an agreed period is permitted.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Liaise with stakeholder groups for the development of artistic education programmes within the Historic Site.	NPWS	Stakeholder Groups	T1
A2	Support the use of suitable buildings for such programs; consider the use of subsidized rentals.	NPWS		T1, T2
A3	Facilitate the use of the Royal Hall as a venue for periodic arts education related events.	NPWS		T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- Arts education has become an integral part of the life of the Historic Site.
- This aspect of the overall tourism themes for the Site has been strengthened in the public mind.

Policy 4.4.3

NPWS shall continue to facilitate the development of contemporary arts related programmes in the Historic Site by artists.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Liaise with stakeholder groups for the development of contemporary art programmes within the Historic Site.	NPWS	Stakeholder Groups	T1
A2	Support the use of suitable buildings for such programs; consider the use of subsidized rentals.	NPWS		T1, T2
A3	Facilitate the use of the Royal Hall as a venue for periodic art exhibitions.	NPWS		T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- An increased level of activity by contemporary artists has become an integral part of the life of the Historic Site and the village.
- This aspect of the overall tourism themes for the Site has been strengthened in the public mind.

Policy 4.4.4

NPWS shall promote the development of amateur art related tourism in Hill End.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Liaise with stakeholder groups for the development of amateur art programmes within the Historic Site.	NPWS	Tour Operators	T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- An increased level of activity by amateur artists has become an integral part of the life of the Historic Site and the village.
- This aspect of the overall tourism themes for the Site has been strengthened in the public mind.

4.5 Contemporary Historic Village Management

Synopsis

Alan Mayne captured the essence of the contemporary cultural landscape of the place when he observed “visitors to Hill End quickly develop a sense of peeping in upon the busy world of township activity. It is a small community – no more than 150 people – but the apparent quietness of the place can be deceptive. Community representatives speak favourably of the sense of peace that pervades the village, of the green spaces between the surviving historic buildings and the clarity of the night sky, when they describe some of the key attractions of living in Hill End. Although there are many open spaces between surviving buildings there is a remarkable integrity about the place. It gives the visitor a strong sense of history, of a place that has been virtually untouched by the 20th century development pressures that have disfigured so many other settlements. Careful management by NPWS has ensured the continuity of this integrity. The gradual evolution of the building fabric in earlier decades has been respected. This “unspoilt” character is a major part of the tourism attraction of the town and a widely recognised feature of Hill End.



New buildings, mostly housing, have been erected in Hill End in recent decades. Most has been located in the so-called development zone to the north of the historic core of the village. In this location it has facilitated the growth in the residential population without adversely affecting the character and integrity of the historic core.

Hill End naturally divides into a number of character zones, reflecting its historic development. These have been assigned numbers within this Master Plan. The zones encompass both Historic Site lands, privately owned property and public roads. Development Principles need to be formalised for each of these zones.

Zone 1 is the equivalent of the 1850s historic core and represents the very central collection of historic buildings and open spaces that define and protect the village character. There

should be no new buildings permitted in this zone, although carefully designed alterations and additions may be considered.

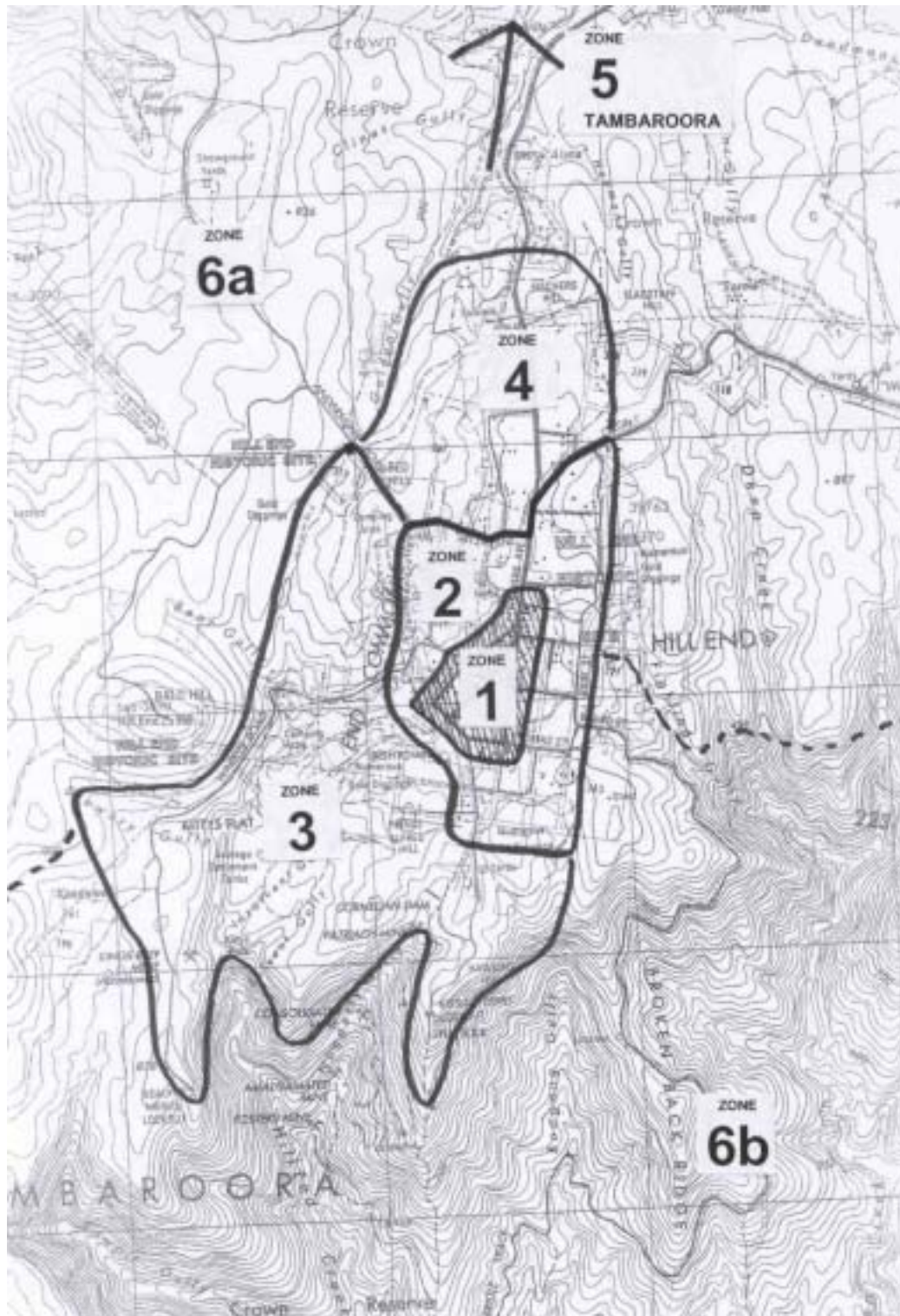
Zone 2 encapsulates the 1870s expansion of the mining township and includes the grid of roads on the eastern slopes, the southern portion of the village, Germantown and the land around the Visitors Centre. A limited number of small-scale sympathetically designed new buildings should be permissible in this zone.

Zone 3 encompasses the former mining landscape to the southwest and west of the village core, extending down to the escarpment above the Turon River valley and to the slopes of Hawkins Hill. This zone should remain largely focussed on the interpretation of the mining cultural landscape.

Zone 4 is the so called 'development area' to the north of the where most of the new residential buildings are located. This area is relatively self-contained and can accept more residential or small-scale commercial development.

Zone 5 defines the NPWS owned Historic Site lands at Tambaroora, several kilometres to the north of Hill End. New development within the NPWS Historic Site boundaries at Tambaroora should be investigated here in the longer term.

Zone 6 extends out from the village periphery to describe the rural setting. It has two quite distinctive characters. Zone 6a includes the steeply rising hillsides and the Hill End Common, Zone 6b includes the steep gullies that fall to the Turon River.



The Proposed Character Zones for Hill End

Management Policies

Policy 4.5.1

NPWS shall adopt as a basis for future development management, the identified character zones as they apply to various components of the Historic Site. The NPWS will also submit to Evans Shire that Hill End is managed as a "locality" under their LEP and that this Master Plan be adopted as their management approach for that locality

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Review and confirm the suitability of the character zones in relation to the broad conservation and management objectives for the Historic Site.	NPWS		T1
A2	Liaise with Evans Shire to confirm the exact extent of identified character zones	NPWS	Evans Shire	T1
A3	Formally adopt these zones.	NPWS		T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- NPWS has formally reviewed and adopted the proposed character zones as the basis for long term planning and management of the Historic Site.
- When Evans Shire has formally reviewed and adopted the proposed character zones as the basis for long term planning and management of the Historic Site.

Policy 4.5.2

NPWS shall refine the conservation and management objectives, policies and guidelines for the zones, including both landscape and building conservation.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Include in the brief for the proposed Conservation Master Plan a requirement to review and refine the nature and boundaries of the recommended character zones.	NPWS		T1
A2	Include in the CMP Brief a requirement for the formulation of detailed conservation and management policies for each of the zones that fall within the Historic Site.	NPWS		T1
A3	Review and adopt the relevant policies and guidelines arising from the CMP in relation to the zones.	NPWS		T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- The policies and guidelines for the definition, conservation and management of each of the character zones, contained within the CMP have been adopted and integrated into operational management practice.

Policy 4.5.3

NPWS shall promote the adoption of the identified Character Zones as the basis for future planning and development within Hill End.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Liaise with Evans Shire and the NSW Heritage Council during the preparation of the Conservation Master Plan.	NPWS	Evans Shire Heritage Council	T1
A2	Seek formal endorsement of the CMP from the NSW Heritage Council.	NPWS	Heritage Council	T1
A3	Promote the incorporation of the character zone recommendations into a revised Hill End DCP by Evans Shire	NPWS	Evans Shire	T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- The NSW Heritage Council has endorsed the proposed Conservation Master Plan, including policies and guidelines for the character zones.
- The policies and guidelines for the character zones proposed by the Conservation Master Plan has been accepted by Evans Shire and included in a revision of the Hill End DCP.
- When NPWS has made a formal submission for the relevant sections of the Master Plan and any future CMP to be included in the DCP.

Policy 4.5.4

NPWS shall consider the allocation of vacant land within the Historic Site for the development of essential community open space facilities.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Liaise with the local community regarding the need for community open space such as recreation areas and playgrounds.	NPWS	Evans Shire Local Community	T1
A2	Incorporate a requirement for any such open space into the brief for the CMP to identify potential sites and develop appropriate guidelines for the provision of community open space and recreational infrastructure.	NPWS	Evans Shire NSW Heritage Council	T1
A3	Liaise with Evans Shire regarding the long term leasing of identified sites at potentially subsidized rates for the development of public recreational infrastructure.	NPWS	Evans Shire	T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- NPWS and Evans Shire have agreed leasing and development arrangements of selected parts of the Site for community open space.

4.6 Historic Built Heritage Conservation and Re-use

Synopsis

Within the Historic Site there are something like 35 historic buildings, including cottages, ruined cottages, retail premises, accommodation, the pub, and community buildings. NPWS has carefully undertaken the conservation of the majority of these historic buildings. With the dominance of the mining legacy in the psyche of the Historic Site, conservation of most buildings has focussed on a museum style approach to the fabric with less concern for the on-going role of the particular building in the community. Although many buildings are actively used, there has been a prevailing conservation attitude that fabric mattered more than occupancy. In this context, it has often been difficult for NPWS to mobilise funds for conservation works where there was no apparent use for a building beyond static interpretation. Occupants have often been constrained or discouraged from contributing to the conservation or maintenance activities, either by the terms of the lease or by restrictions on those who are permitted to undertake work on historic buildings.



This Plan promotes a wider recognition of the continuity of a living community in Hill End. The village survived since the 1870s and many of the buildings have absorbed a degree of change as they responded to contemporary living needs and operational requirements. On-going building conservation therefore needs to recognise the balance between fabric conservation, use and contemporary needs.

There has also been a focus on the conservation of individual buildings rather than on the whole of the historic resource. Work to individual buildings has typically been preceded by thorough conservation planning, which has resulted in the production of a wide range of

research and documentary material, much of which is no longer readily accessible for current operational staff. There are at least 12 conservation plans that have been produced in the last few years, most of which provide an excessive amount of research but not necessarily useful, practical or achievable conservation recommendations. The realisation of conservation work to individual buildings has often been hampered by lack of funds, scarcity of skilled tradespeople or of conservation architects to assist.

Hill End is listed on the NSW State Heritage Register and on the NPWS *s170 Heritage and Conservation Register*. It is also recognised by Evans Shire, although none of the buildings form part of the Shire Heritage Inventory. All work to historic buildings and other features must receive prior approval from the NSW Heritage Council, except where NPWS has been granted delegated authority. A total of four buildings currently have CMPs that have been endorsed by the NSW Heritage Council. The standard exemptions for general maintenance have also been granted under the *NSW Heritage Act*. In order to activate a "whole of village" principle, coupled with a need for more efficient conservation planning, NPWS should prepare a Conservation Master Plan for the entire place. Beneath this, concise CMPs can be prepared to manage the conservation, adaptive re-use, alteration of, or additions to, individual properties as required. The overall document, once endorsed by the Heritage Council, could include a wide range of conservation guidelines and small works exemptions that would permit a more efficient heritage management regime to be implemented.

Practical processes for regular building maintenance and inspections are required, possibly with local employment and training involved. A regular Heritage Architectural consultancy could be shared with Evans and Bathurst Councils.

Management Policies

Policy 4.6.1

In undertaking conservation management of the heritage resources in the Hill End Historic Site NPWS shall take account of the capacity of those resources to contribute to the economic and social sustainability of the local community.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	As part of the conservation planning for any building or site feature within the Historic Site, give consideration of its potential to contribute to the community.	NPWS		T1
A2	Integrate potential use objectives into every conservation-planning project.	NPWS		T1
A3	Liaise with private owners of heritage buildings within the Village to promote the adoption of consistent conservation, re-use and maintenance guidelines on a universal basis in order to sustain the integrity of the setting of the Historic Site.			

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- A consideration of the use potential is a normal component of the planning and management for every historic building and major feature within the Historic Site.
- Private property owners of historic buildings in the village have agreed to implement consistent conservation and maintenance practices in order to protect the overall integrity of the village.

Policy 4.6.2

NPWS shall prepare a single comprehensive Conservation Management Plan and Cultural Tourism Master Plan for the Hill End Historic Site.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Secure the financial resources for the preparation of a Conservation Master Plan for the entire Historic Site.	NPWS		T1
A2	Commission a CMP to provide a comprehensive framework for the conservation and management of the Site.	NPWS		T1
A3	Once completed, submit the CMP to the NSW Heritage Office for endorsement.	NPWS	NSW Heritage Council	T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- A comprehensive CMP has been prepared for the Site, and endorsed by the NSW Heritage Office.

Policy 4.6.3

In the context of the Conservation Master Plan, NPWS shall prepare a model concise conservation management plan format for application to individual properties as required.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Review the most recently completed CMPs to identify a range of typical conservation issues and policies that can be applied to the majority of buildings within the Historic Site.	NPWS and Consultants		T1
A2	Develop a model for concise CMPs for individual buildings under the umbrella of the Conservation Master Plan.	NPWS and Consultants		T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- A model concise CMP has been developed that can be adapted to suit the majority of historic buildings when required.
- Several such CMPs have been prepared and the methodology reviewed and amended as required.

Policy 4.6.4

NPWS shall develop a model maintenance schedule that can be attached to the leases for individual historic buildings.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Prepare a schedule of the typical maintenance items that apply to the historic buildings.	NPWS and Consultants		T1
A2	Develop a model maintenance schedule for individual buildings under the umbrella of the Conservation Master Plan.	NPWS and Consultants		T1
A3	As individual buildings become available for use or leases are renegotiated, review and adjust the standard schedule to the particular building.	NPWS		T1
A4	Attach the maintenance schedule to individual building leases.	NPWS		T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- A model maintenance schedule has been developed.
- The standard model has been adapted and attached to a number of new building lease agreements.

Policy 4.6.5

NPWS shall carefully integrate the NPWS Guide to Approvals processes with any CMP that has been developed for the particular property.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	As individual works proposals are developed for historic buildings, prepare the REF and Sec 60 approvals	NPWS		T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

REFs for individual development proposals related to the historic buildings are prepared in the context of the Historic Site CMP and any relevant building specific CMP.

4.7 Archaeological Landscape Management

Synopsis

Based on the intensive occupation and use of the Hill End area, particularly during the mining boom of the late 19th century, there can be expected to be a rich European archaeological resource present within the Historic Site and the Village generally. NPWS commissioned an *Archaeological Landscape Management Plan* in 2002 (Andrew Long), which concluded that the archaeological resource was potentially of national significance, given this intensity of occupation. While there is potential to reveal a great deal of precise information about the material culture of the Hill End region in the 19th and 20th centuries, late 19th century archaeology is already reasonably well documented in Australia. There are other extensive primary sources for such domestic life, mining technology and post-photography civic settings. Hill End in the 1870s, in particular, is extremely well documented through the Holtermann photos. There are no current archaeological investigation sites within the village although the moveable heritage collections in both public and private hands are rich with poorly documented accidental finds. Although the archaeological resource has not been tested or proven, its potential has been identified through sound historical investigation.



The *Archaeological Landscape Management Plan* identified most of the historic centre as a place of major archaeological significance. NPWS is charged with the conservation of the archaeological resources of the Hill End Historic Site, and must do so in the context of the broader objectives for conserving and managing the complexity of historical layers and both natural and cultural values. The *Plan* presents research questions framed around Aboriginal relationships to gold and Hill End, ethnicity, better understanding of the processes that enabled Hill End to survive as a living community into the 20th century, residential and community use, and a better understanding of the social and material contexts surrounding of the place to name just a few.

Archaeological intervention should primarily be used only when required to advance new interpretation programmes, or when new development zones are being considered.

There is potential to expand an understanding of the archaeological potential for the site, coupled with a need to explore and define the potential. While much of the resource can lie undisturbed within the Historic Site indefinitely, those areas where disturbance is likely must be managed under the Archaeological Provisions of the NSW Heritage Act. This applies equally to land outside the gazetted lands.

Management Policies

Policy 4.7.1

NPWS shall review the findings and recommendations of the Archaeological Landscape Management Plan in relation to the wider recommendations of this Master Plan.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Review the recommended management policies of the <i>Archaeological Plan</i> as part of the preparation of the Conservation Master Plan, particularly with regard to the overall unity and sensitivity of the archaeological resource to physical research.	NPWS and consultant		T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- The proposed Conservation Master Plan review of the significance of the archaeological resource has been completed.
- An agreed position has been established, after due process by NPWS, in relation to the relative significance of the archaeological resource.
- The CMP has taken this review into its findings and recommendations.
- The NSW Heritage Office has reviewed and endorsed the CMP, thereby accepting the agreed position in relation to the status and policy framework for managing the archaeological resource.

Policy 4.7.2

NPWS shall manage the archaeological resource taking account of not only its heritage values but also its potential to progressively contribute to the interpretation of that heritage to the public.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Review the findings of the Archaeological Plan and any recommendations arising from the CMP to identify opportunities for additional evidence of the material culture to contribute to interpretation programs	NPWS		T1
A2	As appropriate, develop preliminary concepts for revealing some of the material culture for such programs.	NPWS		T1
A3	As part of the project design preparation for future Excavation permits from the NSW Heritage Office, include use of the material culture for identified interpretive programs.	NWPS and consultant		T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- Preliminary interpretation programmes have been formulated for various aspects of the Historic Site that include utilisation of any excavated material culture, or that include archaeological excavation works as part of the programmes.
- The potential archaeological resource, within selected parts of the Historic Site has been considered for its capacity to contribute to the proposed interpretation programmes.
- A draft project proposal for archaeological excavations has been prepared and reviewed by the Site Manager for its potential to enhance forthcoming interpretation programmes.
- Relevant interpretation programmes have been refined in the light of the potential contribution of the excavations.
- A formal Excavation Permit application has been prepared and submitted to the NSW Heritage Council in each case.
- The NSW Heritage Council has given approval for the Excavation Permit.
- Suitable resources for the particular excavation project have been mobilised.

4.8 Moveable Heritage Conservation

Synopsis

Artefacts and relics combine to encapsulate the many layers of the cultural heritage of Hill End and its district. Some of these artefacts are spread far and wide including the iconic Holtermann photographs, and the paintings by Drysdale, Friend and their colleagues. Others are still held in a variety of collections throughout the village. The fine historic house, "Craigmoor", contains a remarkably intact domestic interior, with furnishings, and home crafts such as quilts, lacework and embroidery. As Alan Mayne notes, "alongside "Craigmoor", or Drysdale, or the Holtermann photographs, many other Hill End things seem too mundane to have historical significance. Yet they are important envelopes of past life in the district".

In addition to the collection in "Craigmoor", there are several important and extensive collections of moveable cultural heritage in Hill End. The privately run History Hill Museum contains collections of Aboriginal artefacts, many of which were uncovered during gold panning around the district. It also has a handful of convict implements and a large collection of mining artefacts and equipment. The NPWS Visitors Centre has a large collection of artefacts illustrating many aspects of the mining history of the place, including an excellent exhibit of material related to the former Hospital use of the building. There is also a large collection of wagons and other vehicles in the sheds at the rear of the Centre. NPWS also have a large storage shed on the outskirts of the village, which contains a large collection of furniture and household goods and a wide range of other artefacts. Hilflieger House contains artefacts, household and artistic material that relate to the long-term occupation of the building by artists and their friends.

As is common with collections of this age and type, particularly in relation to the material held in the NPWS storage shed, there is a great deal of donated, recovered or found material about which very little is known. Some of the material in this collection dates back to the initial gazettal of the Historic Site in 1967, but it has never been researched or catalogued in an effective manner. The collection related to "Craigmoor" and to other cottages or buildings is better documented and can thus provide an important resource for cultural historians.

The apparently vast scale of the collection of artefacts held by NPWS is daunting in relation to limited staff and financial resources available for their management. Moveable heritage can be funded by HAMP. The potential for selected pieces to enhance static or periodic interpretive displays either within buildings or located around the public spaces of the Site has not been explored to any depth.

To manage the various collections and their individual components, a rationale is needed to decide on their relative importance and whether individual objects or a class of objects are required for the collection. This means that a collections policy for the Hill End Historic Site is needed to guide future acquisitions and to govern the de-accession of objects. It will also be important to clarify the ownership of objects within the collections, as well as the ownership of the furniture and artefacts that are within individual NPWS owned buildings. Some liaison with owners or other stakeholders will be required.

The NSW Heritage Office has developed guidelines for the conservation of the moveable cultural heritage. NPWS should endorse this policy

Management Policies

Policy 4.8.1

NPWS shall develop a Collections Policy within a local moveable heritage management plan for the moveable heritage under its ownership and management at Hill End.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Review the relevant policy documentation prepared by the NSW Heritage Office, the Cultural Ministers Council and relevant professional bodies.	NPWS and consultant		T1
A2	Assess the nature of the moveable heritage resource owned by the Historic Site, in particular for its ability to enhance interpretive programs.	NPWS and consultant		T1
A3	Assess the NPWS collection against the other locally held collections for an holistic evaluation of the entire available resource	NPWS and consultant	Local Collections	T1
A4	Review the NPWS collection in relation to possible acquisitions or de-accession.	NPWS and consultant		T1
A5	Review and identify the conservation, storage and curatorial requirements for the collection, and the resources required to sustain those activities.	NPWS and consultant		T1
A6	Prepare a Collections Policy in the light of this analysis.	NPWS and consultant		T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- A thorough review of the NPWS moveable heritage collection at Hill End has been undertaken, including its place within the total collection of material held at Hill End in both public and private hands.
- A detailed assessment has been of the storage, conservation and curatorial needs of the collection and its potential to enhance interpretation programmes throughout the Historic Site, including the necessary resources.
- A draft Collections Policy has been prepared and reviewed by relevant agencies or professional peer groups and by NPWS.
- A final Collections Policy has been prepared and accepted by NPWS.

Policy 4.8.2

NPWS shall utilise the moveable heritage resource at Hill End to complement its interpretation activities.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Include in the brief for any forthcoming interpretation program a requirement to consider using items from the collection.	NPWS		T1
A2	Refer to the assessment of the collection and the Collections Policy during the design of all interpretation programs.	NPWS		T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- Proposed interpretation programmes for specific aspects of the Historic Site have that been prepared include an assessment of the potential for utilising items from the NPWS collection.
- Progressive interpretation projects include items from the collection and are enhanced by their use.

4.9 Historic Site Interpretation

Synopsis

As Alan Mayne observed, "Hill End is known to more Australians because of the historic photographs of it than because of its on-site material culture. ... The conjunction that the Holtermann collection makes possible between things in the present and places in the past gives Hill End a monumental and unique significance. Nowhere else is an historic landscape so minutely and comprehensively recorded at a particular time in its past. That moment in time, at Hill End, was the great gold boom of the early 1870s".

Unfortunately the power and comprehensive nature of the Holtermann photographs has tended to overwhelm all other stories and interpretive messages that could be developed in and around the Hill End Historic Site, related to the other layers of its natural, indigenous and cultural heritage. Hill End was gazetted in 1967 primarily for its gold mining heritage and this has remained the natural focus of NPWS interpretation and presentation programmes. The display in the Visitor Centre, supported by the excellent video presentation, focussed almost entirely on the mining history. The interpretative signage of lost buildings is well done, but there is no agreed position on how to delineate the layout of earlier buildings and other features.



There is little interpretation of the natural heritage, the indigenous heritage and artistic heritage, all of which could contribute significantly to the understanding and enjoyment of the place by visitors. There is no attempt to interpret the continuous nature of the village community over more than a century since the mining boom moved on. With over 30 years of conservation management in Hill End since the Historic Site was gazetted, there should also be recognition in the interpretation programmes of the work and achievements of NPWS as part of the place.

As has been pointed out in the earlier sections of this Master Plan, there are a number of major historic themes that must be developed and promoted as part of the repositioning of the Historic Site, if greater tourism into Hill End is to be encouraged. NPWS has within its charter

to present the place to visitors as a complement to the conservation and management of the site's resources.

Interpretation should not be confined to the physical resources that have survived within the Hill End district. The Holtermann photographs and much of the artistic works produced in Hill End, or photos taken of later periods, are all located elsewhere. These are often in public collections or have been reproduced in books that make the works more accessible to a wide audience. The interpretation programmes at Hill End should recognise the power of this material as a communication channel to the wider public.

Management Policies

Policy 4.9.1

NPWS shall expand the on-site interpretation programmes to encompass the three major tourism-positioning themes identified in this Master Plan.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Review current interpretation programmes in the light of the three adopted heritage themes.	NPWS and consultant		T1
A2	Develop new and expand existing interpretation programmes based on the expanded themes.	NPWS and consultant		T1
A3	Install new interpretation projects and programmes.	NPWS and consultant		T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- The three new themes have been fully reviewed for their potential to generate new or expanded interpretation programmes.
- Existing programmes have been reviewed and up-dated in the light of these themes.
- New programmes have been developed and installed, or commenced.

Policy 4.9.2

NPWS shall enhance the interpretation of remotely located mining sites within the central areas to expand the awareness of visitors to this aspect of the heritage.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Develop new maps and literature to better identify and locate remote sites.	NPWS		T1
A2	Develop new signage within the Site and the village indicating directions and routes to the remote sites.	NPWS	Evans Shire	T1
A3	Review the remote sites for visitor safety and install new interpretive signage or graphics.	NPWS		T1
A4	Develop self guided trails and tours to the remote sites.	NPWS	Local Operators	T1
A5	Install selected iconic pieces of equipment as public art within the Site or village to raise awareness of the remote sites.	NPWS	Evans Shire Local Community	T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- New maps and other forms of tourism literature have been prepared and made available clearly indicating the range and locations of remote mining places within the Historic Site.
- The Department of Mineral Resources has been approached to identify information on mining heritage and geological resources for the area.
- Additional signage has been manufactured and installed at key locations within the Site and the village, or on access roads, indicating directions to remote sites.
- A review has been made of public safety issues related to those sites that are to be made more visible, and suitable remedial action taken.
- Self guided tour brochures have been developed and made available to visitors.
- Local tour operators have expanded the range of tour products, to include the identified remote sites.
- Selected iconic items of old mining equipment have been conserved and set up at key locations around the Site or the village to raise public and visitor awareness of the mining heritage generally and of the remote sites.

Policy 4.9.3

NPWS shall maintain links with those who maintain external collections of heritage material related to Hill End and seek opportunities to utilise or refer to that material for interpretative purposes.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Identify the most likely range of suitable collections institutions and private collectors who may be willing to participate in trial programs.	NPWS and consultant		T1
A2	Progressively approach such people and organisations to explore mutual programs.	NPWS and consultant	Collectors	T1, T2
A3	Develop potential projects and other ideas for mutual cooperation.	NPWS and consultant	Collectors	T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period, and subsequently, when the following has been achieved:

- A list of collecting institutions and collectors who hold relevant material has been researched and collated.
- The list has been reviewed a short list of potential project partners has been identified.
- A preliminary range of interpretation project opportunities has been formulated.
- Selected collectors and institutions have been approached with specific project ideas.
- A programme of joint projects, both on site and elsewhere, has been undertaken and then reviewed.

Policy 4.9.4

In accordance with future research, NPWS shall progressively review the on-site interpretation programmes to align with the expanded heritage values of the Site.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	When new heritage themes have been identified through research and adopted for use at the Site, review their potential for development within interpretation programs for the Site.			T2, T3
A2	As new interpretation opportunities are refined, develop them as firm projects.			T2, T3
A3	Implement identified new interpretive project opportunities.			T2, T3

Evaluation Threshold

This Policy will have been successfully implemented during the second trimester period and subsequently, when the following has been achieved:

- Additional heritage themes have been tested for their potential to support expanded interpretive programmes.
- New interpretive programmes and projects have been developed and implemented, based around the new themes.

4.10 Environmental Management

Synopsis

There is an inherent conflict in the maintenance of an historic site that has as its core values cultural landscape planting, with the potential to provide exotic weeds escapes to the surrounding bushland, and the maintenance of a disturbed mining landscape in the face of progressive regrowth.

The Hill End Common is a major area of bushland on the outskirts of the village. It has the potential to transmit pests, including free roaming medium to large animals into the centre of the Historic Site and the village. It is common for a herd of cows to wander through the village on a daily basis, eating any areas of exposed gardens that have not been properly fenced. While these animals provide an interesting spectacle of rural life and are useful in keeping the open grasslands of the village under control, they do cause damage to the cultural landscape features. St Johns Wart, a weed, is rampant in the bushland on the Common, but the nature of the topography and the resources available make it hard to manage.



The Common and other areas of natural bushland also have the potential to harbour bush fires that could cause catastrophic damage within the Historic Site.

The remnant eroded mining landscapes around the village, many of which are included in the Historic Site, have the potential to enhance soil run-off and erosion that can adversely affect the Turon and Macquarie River systems and their catchments.

Management Policies

Policy 4.10.1

Promote appropriate management practices for the surrounding natural landscape to ensure the ongoing support for natural systems through a process of weed removal, monitoring and maintenance of natural systems.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Liaise with the Commons Trust and other parties to monitor the surrounding bushland for weeds and other pests.	NPWS	Commons Trust and others	T1, T2
A2	Cooperate with the Commons Trust and other parties to manage weeds, pests and bush fire potential.	NPWS	Commons Trust and others	T1, T2
A3	Undertake similar practices for those areas of natural or regenerated bushland within the Historic Site.	NPWS		T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- The state of the surrounding bushland has been under effective management and potential risks to the Site and the village are minimised.

Policy 4.10.2

Ensure that appropriate environmental management systems are put in place so that runoff from the mining landscape does not compromise the integrity of the surrounding bushland and river systems.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Develop an Environmental Management Plan for HE	NPWS		T1
A2	Install silt fencing as required to manage erosion and runoff to the peripheral downstream areas.	NPWS	Evans Shire	T1
A3	Install retention dams as required to manage erosion	NPWS	Evans Shire	T1
A4	Ensure that species with a known predilection for seed distribution are restricted in the areas of degraded mining landscape that are to be maintained for interpretive purposes.	NPWS	Evans Shire	T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- Runoff and erosion impacts from degraded areas have been minimised, through the installation of appropriate control measures.
- Plant species have been reviewed and unwanted varieties eliminated or largely removed from key areas.

5.0

NPWS Operations to Benefit Hill End



5.1 Expanded Tourism Positioning for Hill End

Synopsis

A critical feature of successful tourism is that the expectations, constructed in the visitor's mind through external advertising and word of mouth information, are actually delivered during the visit.

The popular image of Hill End projected to outsiders is of an historic mining settlement, or "ghost town", where little has changed since its heyday in the 1870s. However, the visitor is presented with a quite different reality, an attractive but relatively empty historic village with houses and public buildings set in an open grassed landscape. There is very little obvious evidence of the 1870s mining activities within the village centre. As an "historic mining place", Hill End cannot compete with other, more accessible, historic mining centres in the Central West of NSW. These often present a stronger visual impression of their mining history.

The tourism positioning of Hill End makes little reference to its evolved cultural landscape in which there has been a continuous living community with a strong gold mining history and powerful 20th century artistic heritage. Other, more subtle aspects of its character, including Aboriginal and historic associations, receive undue recognition. If it is to attract an expanded range of tourists to improve the economic life of the village, Hill End must establish a more distinctive and competitive position in the tourism market place. In itself the "ghost town" image is attractive to only a limited number of people. Many young travellers, for example, find such a concept unappealing. There is currently too narrow a reliance on the school-based market, which does not generate high levels of expenditure within the Village.

While Hill End Village comprises more than the Historic Site, there is no doubt that NPWS controls, conserves and manages a great deal of the natural and cultural resources that define the physical character of the place. NPWS must therefore take the lead in ensuring that the tourism image and positioning of the place both reflects its nature and maximises the potential for tourism to enhance the economic life of the village. This role is inherent in the NPWS operational charter.

The most effective way to improve the tourism positioning of Hill End is to adopt a small number of distinctive themes that reflect the character of the place. These can be used to promote the Historic Site into a highly competitive tourism market place. In undertaking this role, NPWS must work with the local community and with the many stakeholders who comprise the tourism framework of the Central West Region. NPWS must also review the way that Hill End is positioned in the statewide national parks framework and in NSW tourism generally.

NPWS shall initially focus on the three major characteristics of the place that define its distinctive character; as a continuous living community with a strong gold mining history and 20th century artistic heritage. These shall be adopted as the primary tourism marketing themes for the Hill End Historic Site and the village as a whole. In time more research will be undertaken to explore other themes, such as Aboriginal associations, multi-culturalism, historical personalities, family history, specific historic building histories, special cultural landscape features such as Beyers Avenue or other gardens, and the historic quilts at "Craigmoor".

Management Policies and Actions

Policy 5.1.1

NPWS shall accept that the current focus on the gold mining history does not reflect the broad range of heritage characteristics at Hill End and adopts an expanded number of promotional themes for positioning the Hill End Historic Site within the tourism marketplace. The three adopted themes shall initially be that of an integrated cultural landscape with a continuous living community in an attractive historic village with a strong gold mining history and artistic heritage.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Review the three proposed new tourism positioning themes.	NPWS		T1
A2	Consult with the Local Community to promote the three new themes.	NPWS	Local Community	T1
A3	Confirm the three proposed themes.	NPWS		T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- NPWS has formally adopted the concept of an expanded tourism positioning for the Historic Site, based initially on the three identified themes within this Master Plan.
- The Hill End Community has generally accepted the three identified themes as the primary tourism themes for the entire Village, not just the Historic Site.

Policy 5.1.2

NPWS shall identify the primary physical and social resources within the Historic Site that best express and illustrate the three identified tourism promotional themes.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Identify the built and landscape resources within the Historic Site that best express the three major themes.	NPWS	Local Community	T1
A2	Identify additional resources, such as documentary material and human resources of the Historic Site.	NPWS	Local Community	T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- NPWS has been prepared an Inventory of the characteristics and resources within the Historic Site that best each of the three adopted themes.

Policy 5.1.3

In order to facilitate a unified approach to tourism promotion, NPWS shall encourage the local community to identify heritage resources and characteristics within the remainder of the village that complement the positioning themes adopted for the Historic Site.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Encourage the local community to identify the built and landscape resources that are outside the Historic Site, but which contribute to the new tourism themes.	NPWS	Local Community	T1
A2	Encourage the local community to identify resources, such as documentary material, personal collections, human resources, commercial and retail activity of the Village, which may contribute to the new themes.	NPWS	Local Community	T1
A3	Prepare a combined inventory of attributes within the Historic Site and the Village as a whole, that best illustrate the expanded themes.	NPWS	Local Community	T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- The community has been prepared an Inventory of the characteristics and resources of the locality beyond the Historic Site that best each of the three adopted themes.
- NPWS has combined this inventory with that of the Historic Site to capture all of the characteristics relate to each theme.

Policy 5.1.4

NPWS shall manage the public programmes for the Historic Site component of the Village in a manner that emphasises the three agreed primary themes.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Review the Hill End Historic Site publications and promotional material to identify consistency with the new themes.	NPWS		T1
A2	Review the existing Visitors Centre tourism presentation for consistency with the new themes.	NPWS		T1
A3	Develop an overall or coordinating Promotion Plan for the three themes, in the context of the entire Village.	NPWS	Local Community	T1
A4	Develop Promotion Plans of each of the three themes as they apply to the entire Historic Site and the wider Village context.	NPWS	Local Community	T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- A review has been completed of the current promotional material for Hill End, identifying areas that need to be upgraded in accordance with the new themes.
- A new promotional plan has been developed for the expanded Hill End themes for both the Historic Site and the Village as a whole.
- The first stages of these promotional plans are being implemented.

Policy 5.1.5

NPWS shall promote the expanded tourism promotional themes for Hill End and the Historic Site, within Central West Region and State-wide Tourism Planning and Promotion programmes.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Identify target audiences and special interest groups for new promotional material and programmes.	NPWS		T1
A2	Develop a promotion strategy and budgets to embed and consolidate the new themes into statewide NPWS tourism promotion programmes.	NPWS		T1
A3	Develop a communication strategy for local and regional tourism organisations to build a broad awareness of the themes.	NPWS		T1
A4	Provide briefings for local and regional tourism organisations on the themes.	NPWS	Tourism Groups	T1
A5	Liaise with Evans Shire to ensure that the wider heritage themes of Hill End are recognised within their heritage tourism and heritage management framework.	NPWS	Evans Shire	T1
A6	Undertake market research to confirm public and tourism industry awareness of the expanded themes.	NPWS	Tourism Groups	T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- A promotional budget has been established and funding secured for the implementation of the new promotional themes for a period of three years.
- The expanded themes for Hill End have been embedded into Statewide NPWS, Regional and Shire Tourism planning and promotion programmes.
- Market research indicates that the new positioning is taking hold in the public mind.

Policy 5.1.6

NPWS shall progressively research and refine additional themes that can expand on the three initial tourism promotional themes for Hill End.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Review existing literature and corporate knowledge to identify additional themes.	NPWS		T1
A2	Progressively undertake research into areas such as Aboriginal associations, multi-cultural and historical personalities, genealogical history, specific historic buildings, cultural landscape features such as Beyers Avenue, and historic quilt making associated with "Craigmoor".	NPWS	Contractors	T1, T2
A3	Confirm, after consultation with the local community, additional heritage tourism themes for the Historic Site and Hill End.	NPWS	Local Community	T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- Additional themes have been identified for further research, and additional research has commenced.
- Some additional themes have emerged from the research and been confirmed as appropriate for future thematic development.

Policy 5.1.7

NPWS shall progressively identify additional positioning themes for Hill End and integrate them into tourism marketing and promotional programmes.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Based on research and local consultation, confirm further tourism themes	NPWS	Local Community	T2
A2	As new themes are identified, integrate them into tourism marketing programmes.	NPWS	Tourism Groups	T2
A3	Undertake market research to confirm public and tourism industry awareness of the additional themes.	NPWS	Tourism Groups	T2

Evaluation Threshold

This Policy will have been successfully implemented during subsequent trimester periods when the following has been achieved:

- A further number of tourism positioning themes have been identified.
- New themes have been integrated into tourism promotion programmes.
- New themes have been integrated into regional tourism coordination activities.

5.2 Use of Historic Buildings

Synopsis

Many of the NPWS historic buildings within the historic Village core are un-used or under utilised. This represents an impediment in the capacity of the available building stock within the Historic Site to contribute to the economic life of the place, either through the provision of additional housing, commercial operations or for tourism related purposes, including short stay accommodation, interpretation and visitor services. If more buildings were to be used or revitalised then economic activity will be enhanced and the sustainability of the village will be more secure.



This Master Plan recognises that tourism can be a major contributor to the sustainability of the village. It also recognises that in order to protect the unique quality and historic characteristics of the village there should be very few new buildings constructed within the central areas of the Historic Site and none within the historic core of the village. The local community has indicated a preference for more of the under-utilised historic houses within the Historic Site to be made available for family accommodation. The potential to accommodate additional families in new, privately owned houses outside the historic core is an important feature in the consideration of the best use for the NPWS owned buildings within the village centre.

If there was more short stay accommodation, visitors will be encouraged to stay in Hill End, purchase meals and spend money locally, increasing local employment opportunities. At present the majority of adult visitors either stay in the camping grounds or travel back to the large regional centres such as Bathurst. Only those who stay in the Hotel, B+B or with friends tend to eat dinner in Hill End. Equally too much of the available retail space within the village

core is under-utilised or closed for long periods, reducing its capacity to contribute to the economic life of the place.

While many of the NPWS owned historic buildings have been carefully conserved since gazettal of the Historic Site, and many leased to long term residents, newly arrived community members or commercial operators, other buildings have remained dormant. A small number of the buildings are yet to be conserved, or made available for future use. Until the mid 1990s much of the building conservation work adopted a museum and archaeological approach towards the static conservation of building fabric. There was little consideration of how the particular building might contribute to the life of the Village. The recent upgrading of the General Store with its café represents a significant repositioning of this building as a major lifestyle facility for the community. It also provides a pleasant place for visitors to enjoy light meals. The potential for some buildings to accommodate arts related activities is also great.

In recent years NPWS has undertaken a major programme to review and update lease arrangements with many residential and commercial tenants, particularly for some important buildings. Other building leases are still under review.

The NPWS owned historic buildings within the village therefore represent a valuable and unique resource in terms of the cultural identity of the place and the economic activity within the local community. Accordingly, NPWS shall ensure that as many historic buildings as possible within the Site are made available to enhance the economic life of the Village through tourism related activities. Any programme of this nature should take account of the genuine interests of occupants. It must also be carefully coordinated with existing and future business activities within the Village to ensure that the availability of buildings matches market demand for their re-use. The Schedule of Building Uses appended to this Master Plan shall guide the program of future building leases.

Management Policies

Policy 5.2.1

Within the constraints of its statutory responsibilities, NPWS will manage the buildings within the Hill End Historic Site to optimise their contribution to the economic, cultural and social sustainability of the village.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Prepare a schedule of all buildings within the Historic Site, identifying their essential nature, eg cottage, hotel, store, with current use and lease commitment.	NPWS		T1
A2	Identify which buildings are unused or under used and reason, eg condition, current lease, occupancy style.	NPWS		T1
A3	Compare current uses of active buildings with the recommendations in this Plan.	NPWS		T1
A4	Identify the optimum use(s) for all buildings in Historic Site for economic, cultural or social contribution.	NPWS		T1
A5	Review the broad condition and conservation works required to bring each NPWS building into its preferred use, and relative cost.	NPWS	Consultant Architects	T1
A6	Identify if any additions or alterations are appropriate for existing buildings in order to improve their efficiency or capacity to respond to identified needs, subject to preparation of specific conservation plans.	NPWS and consultant	Potential lessees	
A7	Cooperate with private property owners to incorporate all non-NPWS historic buildings within the Village into study.	NPWS	Private Property Owners	T1
A8	Prepare a consolidated list of all buildings within the village identifying a preferred range of uses for each.	NPWS	Private Property Owners	T1
A9	Identify those buildings that are required for NPWS use or heritage interpretation.	NPWS		T1
A10	Prepare an outline business plan indicating the required resources and timescales for bringing all unused or under used buildings into productive use.	NPWS		T1
A11	Progressively implement the appended Schedule of Building Uses for all NPWS buildings that will be leased for either "residential" or "commercial" purposes.	NPWS		T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- A consolidated schedule has been produced for all NPWS buildings summarising current level of use, condition, contribution, optimal use(s), broad extent of conservation works and cost framework.
- A business plan with potential timetable has been prepared outlining a basis for upgrading and leasing unused or under-used NPWS buildings for economic, cultural or social use.

Policy 5.2.2

Coordinated with market demand, NPWS shall progressively release buildings that are currently unused or under utilised for private sector re-activation, primarily for cultural or tourism related services or facilities.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Survey current business users to assess the state of current market and potential for growth.	NPWS	Business Users	T1
A2	Identify a range of business indicators that can be used to assess when buildings might be brought to the market for use.	NPWS	Local Businesses	T1
A3	Survey current business operators to test potential demand for additional buildings.	NPWS	Local Businesses	T1
A4	Survey community to identify potential additional cultural and business users.	NPWS	Local Community	T1
A5	Prepare an outline business plan with required resources and timescales for bringing every building in Historic Site into its optimum use, consistent the capacity of the Village to absorb new "product".	NPWS	Local Businesses and Community Reps	T1
A6	Progressively call tenders for leasing of identified buildings in relation to preferred uses.	NPWS	Interested Parties	T1, T2
A7	Progressively lease additional buildings to new or expanding business operators.	NPWS	New Tenants	T1, T2
A8	Progressively lease a limited number of sites in Zone 2 for cottage construction.	NPWS	New Lessees	T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- A comprehensive list of all the historic buildings in the Historic Site and the Village, has been prepared, identifying their re-use potential and the contributions that each could make to the life of the Village.
- A review has been undertaken of potential new business activities that might be attracted to the village or generated by those within the local community.
- A review has been undertaken of potential demand for cultural related purposes, primarily related to interpretation requirements or arts activities.
- A review has been undertaken of current and potential market demand for additional buildings.
- A Business Plan, including an indicative programme and business activity milestones, has been developed for the supply of historic buildings for commercial and tourism related use.
- A number of identified buildings within the Historic Site have been successfully leased to new or existing operators, or for cultural activities.
- A number of carefully selected sites in Zone 2 have been leased for the construction of new holiday accommodation cottages.

Policy 5.2.3

In order to facilitate the start up phase of new business, cultural and tourism operations, NPWS shall consider the introduction of rent subsidies for selected leases, if such subsidies would enable those activities to contribute to the broader economic and social viability of the village. Any such rent subsidies shall be regularly reviewed to ensure their effectiveness, and adjusted if appropriate.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Identify the types of uses that would most benefit from lease subsidies, such as arts related or backpacker accommodation.	NPWS	Local Community	T1
A2	Call for and review expressions of interest from potential lessees for NPWS buildings and request business proposals.	NPWS	Potential tenants	T1
A3	Review project specific business plans for short-term rental subsidies.	NPWS	Potential tenants	T1
A4	Where business plans are acceptable, negotiate and sign new leases	NPWS	New tenants	T1
A5	Jointly review rents at the end of the initial lease period.	NPWS	Lease Holders	T2
A6	Adjust rental levels according to business activity of the selected tenancies.	NPWS		T3

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period, and subsequently, when the following has been achieved:

- A number of new business, cultural or tourism activities have been identified for potential occupation of NPWS buildings.
- Business plans from these new uses have been examined and accepted.
- Rental subsidies have been identified, accepted and leases signed.
- A number of NPWS buildings have been prepared for occupancy and conservation agreements included in the lease arrangements.
- Additional business and arts related activities, which would otherwise have been delayed, have established themselves in the Village.
- Business operations or cultural activities have achieved viable status more quickly than would otherwise have been possible.
- NPWS has reviewed and possibly adjusted rental levels in recognition of business or other success evaluation measures.

Policy 5.2.4

NPWS shall make available selected buildings for uses or programmes related to artistic activity and the celebration of the artistic heritage of Hill End.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Liaise with interested parties to identify suitable arts related re-use proposals.	NPWS	Interested parties	T1
A2	Enter into agreements with interested parties for the introduction of arts related activities in selected buildings.	NPWS	Interested parties	T1, T2
A3	Secure leases with interested parties for the re-use of identified buildings.	NPWS	Interested parties	T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- Several buildings re-activated for arts related activities.

Policy 5.2.5

In the medium to long-term, NPWS shall relocate their offices and “shop front” and lease the current Visitor Centre building and site for private sector business activities that will enhance tourism within the Village.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Identify those activities that are undertaken in the Visitors Centre that could be devolved to local providers.	NPWS		T1
A2	Consult with the privately operated tourism activities that relate to the Visitors Centre and develop an agreed strategy for these activities to respond to a new location within the Historic Site.	NPWS	Local Operators	T1
A3	Progressively devolve some of the activities currently undertaken by NPWS at the Visitors Centre to private business operators in the Village.	NPWS	Local Operators	T1
A4	Identify one of the historic buildings in the Village core to accommodate a reduced NPWS Visitors Centre role.	NPWS		T1
A5	Prepare a Business Plan for the relocation, including funding, programme and alternative use scenarios for current premises and site.	NPWS		T1
A6	Undertake necessary conservation and re-use works to prepare a building for the new Centre.	NPWS		T2
A7	Call EOIs for re-use by a commercial operator of the existing Visitors Centre building and site. Sign Lease.	NPWS	Potential Investors	T3
A8	Relocate NPWS offices and Visitors Centre.	NPWS		T3

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- NPWS has identified a business model for a reduced and relocated Visitors Centre operation within the historic core of the Village, including a new model for the provision of interpretive displays and visitor orientation programmes at selected locations within the village.
- NPWS has devolved some of the Visitor Centre tourism services to local service providers and business operators.

In the medium term:

- NPWS has completed a business plan for the relocation of the Visitors Centre, identified a suitable building and resolved any lease issues with existing tenants.
- NPWS has identified and secured a suitable lessee for the existing Visitors Centre building and site, for a new use that complements the Master Plan objectives.
- NPWS has completed necessary adaptive re-use works on the identified building and relocates.
- NPWS has relocated its “shop front” and interpretation activities to the centre of the Village.

5.3 Upgraded Tourism Services in Village

Synopsis

If Hill End is to benefit from increased tourism revenue the services provided for tourists should be constantly reviewed to ensure that they are attractive and appropriate to the level of demand. Tourism services provide employment opportunities and can provide lifestyle benefits for the local community, who will share activities such as café, tearooms, and enhanced retailing.

NPWS have provided tourism services within the Historic Site through the Visitors Centre, interpretation signage, Discovery Tours, and the camping grounds. Local people have operated tourism related businesses in the form of the hotel, tea rooms, retailing, local tours, History Hill, School Tours, and village services such as the post office, bank and stores. The recently introduced Café at the General Store and Hosie's B+B have expanded the tourism services on offer.



Key tourism services however are out of date or lack vitality. Main road signage to Hill End does not distinguish the key attractions, signage to various attractions within the village or outlying historic sites is limited, pedestrian access from the main Visitor Centre car park to the village centre is inconvenient, information material and tourism merchandising is poor, relevant web pages and links should be upgraded, and visitor programmes are largely limited to special events or peak visitation periods. There is little exploitation of special interest markets, such as those interested in the artistic heritage and contemporary art or family history. In contrast to Mudgee, there is no exploitation of local produce as the basis for cottage industry production.

Currently visitors do not pay to enter the Historic Site. There is no actual entry gate, simply a sense of arrival in another rural village. Those who go to the Visitors Centre pay an entrance fee for that facility, but there is no general collection of revenue from visitors. Collection of comprehensive visitor data is difficult due to the porous nature of the village. The most

effective form of tourism revenue generation for the local economy is through direct expenditure on goods and services.

Although responsible for the visitor management and presentation of the Historic Site, NPWS should not necessarily be involved as the business operator of most tourism services. It should facilitate local business activity within the constraints of its property management and heritage presentation roles. Greater coordination between NPWS and other local businesses through a "Total Village" approach to the provision of tourism services will maximise results. NPWS will be better served raising revenue from successful tenants who operate business ventures from the historic buildings. Directly captured income for NPWS will come from Visitor Centre receipts, special tour programmes, the camping grounds, infrastructure levies and parking for special events, in addition to a limited range of tourism merchandise.

While NPWS should enhance those tourism facilities for which it is directly responsible, it shall work cooperatively with local service providers and relevant local agencies to achieve a widespread upgrading of services throughout the Village.

A major impediment for Hill End, both as a tourism destination and an economically sustainable community, is the unsealed stretches of the main road from Bathurst and Mudgee. While these may evoke a sense of rural isolation for the village, they impose significant economic costs and represent a major lifestyle impediment.

Management Policies

Policy 5.3.1

NPWS shall continue to review and enhance those tourism facilities and services for which it has chosen to remain directly responsible, while working cooperatively with local service providers and relevant local agencies to promote a widespread upgrading of services throughout the Village.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Design and produce upgraded visitor brochures and Historic Site maps.	NPWS	Service Providers	T1
A2	Enhance Discovery Tour programmes, using locally employed guides and volunteers.	NPWS	Local Service Providers	T1
A3	Maintain tourism orientation and display programmes in Visitors Centre until decision is made to move elsewhere.	NPWS	Tour Operators	T1
A4	Open "Craigmoor" House Museum more frequently.	NPWS	Local Service Providers	T1
A5	Liaise with existing tourism service providers based in historic buildings to identify any impediments to their operations and negotiate outcomes.	NPWS	Local Service Providers	T1
A6	As appropriate respond to requests from commercial tenants for minor works to facilitate improved business activities.	NPWS	Local Service Providers	T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- New brochures that reflect the broader heritage themes have been produced and are available through the Visitors Centre, at other outlets in the village and at regional tourism offices.
- An upgraded Discovery Tour programme has been developed and implemented, particularly during periods of high tourism activity.
- "Craigmore" has been opened to the public on a more frequent basis between periods of high tourism activity.
- Negotiations have been completed with existing lessees regarding any minor alterations that have been identified as necessary to improve the provision of services, and related amendments to lease terms and conditions.
- Leased NPWS buildings have been upgraded to remove minor impediments to locally tourism service activities, in accordance with negotiated outcomes.

Policy 5.3.2

NPWS shall encourage the development of high quality tourism merchandise and services for sale in Hill End and at the Visitors Centre.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Liaise with local suppliers to identify a range of merchandise for sale at the Visitors Centre related to new tourism themes.	NPWS	Local Suppliers	T1, T2
A2	Purchase local merchandise for sale at the Visitors Center.	NPWS	Local Suppliers	T1, T2
A3	Encourage design, development and introduction of products and services	NPWS	Local Business	T1, T2
A4	Encourage the introduction of new programmes that target the adult market for Mining and Arts related heritage.	NPWS	Local Operators	T1, T2
A5	Promote newly introduced tourism programmes to Historic Site visitors.	NPWS	Local Operators	T1, T2
A6	Encourage a coordinated approach to tourism activities with local service providers, such as History Hill and School Groups.	NPWS	Existing Operators	T1
A7	Continue to promote existing School, History Hill, and historic mine tours into tourism market place.	NPWS	Existing Operators	T1
A8	Continue to promote existing B+B, Hotel, Restaurant, Café, Tea Rooms and tourism retailing activities to visitors.	NPWS	Local Business	T1
A9	Encourage the establishment of new café, retail outlet, tea room and/or casual dining room in the village, preferably in re-used historic buildings.	NPWS	Local Business	T1, T2
A10	Encourage the establishment of new B+B or cottage accommodation for short stay adult visitors, preferably in re-used buildings.		Local Business	T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period, and subsequently, when the following has been achieved:

- NPWS has expanded the range and improved the quality of merchandise that is for sale in the Visitors Centre.
- Local businesses have developed a range of new products and services that have then been promoted by NPWS to Historic Site visitors.
- Local service providers have introduced an expanded range of tours and tourism programmes aimed at the adult and arts related markets.
- Local business activity has expanded to the point where new business activities have been identified and lease negotiations for the use of additional historic buildings have been completed.

Policy 5.3.3

NPWS shall progressively devolve to local service providers selected tourism services that are currently based at the Visitors Centre.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Identify those tourism related services currently provided by NPWS that can be devolved to private enterprise, such as the operation of the camping grounds and local tours.	NPWS		T1
A2	Develop EOI documentation.	NPWS		T1, T2
A3	Call for EOIs to provide these services.	NPWS		T1, T2
A4	Short list interested parties for each type of service.	NPWS		T1, T2
A5	Tender the individual service packages	NPWS		T1, T2
A6	Negotiate with preferred providers.	NPWS	Service Providers	T1, T2
A7	Progressively devolve identified services to preferred providers	NPWS	Service Providers	T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- NPWS has identified a list of tourism services currently offered through the Visitors Centre that could be devolved to private service providers.
- EOI documentation has been prepared and progressively called for selected services.
- Contacts have been negotiated and signed with selected tenderers.

Policy 5.3.4

NPWS shall develop a number of additional locations within the Historic Site for discretely located visitor parking, especially during peak periods.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Assess general parking patterns for visitors once they have departed from the Visitors Centre and moved into the village.	NPWS	Evans Shire	T1
A2	Determine the need for additional parking areas, especially in busy periods.	NPWS	Evans Shire	T1
A2	Identify a range of discrete locations within the village centre for development as small visitor car parking sites.	NPWS	Evans Shire	T1
A3	Commission necessary design work and undertake REF.	NPWS	Evans Shire	T1
A4	Tender for construction works.	NPWS	Evans Shire	T1
A5	Construct new small car parks and public toilets in periphery of village centre	NPWS	Evans Shire	T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- A visitor parking study has been conducted for the Historic Site, particularly during peak tourism periods.
- The need for additional parking areas has been clarified and suitable discrete locations have been identified, including a timetable for their progressive installation.
- Design work has been completed and REF analysis has indicated an acceptable level of impact.
- Construction work has been completed.

Policy 5.3.5

NPWS shall review and upgrade the NPWS Web Page for Hill End Historic Site.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Adjust the location map on the web page to indicate the roads that connect Hill End with Bathurst and Mudgee.	NPWS		T1
A2	A photo that well illustrates each of the identified tourism theme is added to the web page.	NPWS		T1
A3	References are added to the web page indicating the full range of accommodation and food services that available in village.	NPWS		T1
A4	Links to key regional and NSW tourism sites are added to the web page.	NPWS		T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- The NPWS Hill End web page has been upgraded to illustrate the full range of themes, attractions and visitor accommodation that are available in the village.
- Links have been established between the Hill End web page and other key tourism web sites such as Tourism NSW and Central West tourism pages.

Policy 5.3.6

NPWS shall encourage local attraction, accommodation and food outlet operators to upgrade their information on the Tourism NSW web site, to at least match that of Hosie's B+B.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Liaise with all local accommodation providers to upgrade their information and reservation services on the Tourism NSW web site.	NPWS	Local Operators	T1
A2	Liaise with local café, tearoom and restaurant providers to upgrade their information on the Tourism NSW web site.	NPWS	Local Operators	T1
A3	Include in any commercial lease negotiations for NPWS buildings a condition that the lessee's information will be added to the Tourism NSW web site.	NPWS	Potential commercial lessees	T1, T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- All relevant local businesses have upgraded their information on relevant tourism web sites.

Policy 5.3.7

NPWS shall promote the erection of improved Hill End directional signage at key entry locations on major regional road corridors and within the village.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Liaise with RTA for the erection of suitable replacement signage at appropriate highway intersections.	NPWS	RTA, Evans Shire	T1
A2	Liaise with Evans Shire to upgrade tourism information signage to the village.	NPWS	Evans Shire	T1
A3	Design and Install new Hill End Historic Site thematic introductory signage at both main road entries to village.	NPWS	Evans Shire	T1
A4	Install new signage to the Visitors Centre at key locations within the Historic Site and entry roads.	NPWS	Evans Shire	T1
A5	Review directional signage within Historic Site for its capacity to direct visitors to the remotely located attractions.	NPWS	Evans Shire	T1
A6	Design improved signage to facilitate visits to outlying areas.	NPWS	Evans Shire	T1
A7	Install enhanced directional signage within village centre.	NPWS	Evans Shire	T1
A8	Encourage a review style and coverage of general public street and amenity signage.	NPWS	Evans Shire	T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- Current main road signage that only identifies the length of unsealed road to Hill End has been removed, or reduced in visual importance.
- New main road signage has been installed that projects a positive and informative message for travellers.
- Upgraded tourism information, Historic Site identity and Visitor Centre directional signage has been installed at key road entries to Hill End.
- Enhanced directional signage to the outlying sites has been installed at key locations within the village.
- A general review of public signage within the village has been completed and a plan of action developed by Evans Shire.

Policy 5.3.8

Subject to the assessment of impacts, NPWS shall support the sealing of the main access roads to Hill End, from Bathurst and Mudgee.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Assess the implications on future Historic Site management arising from the condition of the main access roads.	NPWS		T1
A2	Support the road sealing within the Progress Association and the village generally.	NPWS	Local Community	T1
A3	Lobby relevant agencies and encourage them to seal the Bathurst road as quickly as possible.	NPWS	Relevant Agencies	T1
A4	Lobby relevant agencies and encourage them to seal the Mudgee road as quickly as possible.	NPWS	Relevant Agencies	T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- NPWS has formulated an assessment of the risks and benefits to the Historic Site arising from the alternatives of having the roads sealed or unsealed.
- There is general community agreement within the village of the benefits of sealing the two access roads.
- Irrespective of a local consensus, NPWS has lobbied the relevant agencies to express its point of view about the road sealing.
- A commitment has been received from relevant agencies that the roads will be fully sealed within a reasonable timeframe.

5.4 NPWS Local Purchasing

Synopsis

One of the problems for the economy of the Hill End is the amount of local spending by all members of the community that leaks out to the major regional centres of Bathurst, Mudgee and Orange. Residents are used to the idea of the large shopping expedition to one of these towns on a weekly or less frequent basis, for their food and household goods. Many of the services, including property management and building maintenance, required by the community are also purchased externally. This expenditure leakage seriously erodes the potential viability of many business enterprises in Hill End. If more of the expenditure by all members of the community could be captured locally, the economic vitality of the Village would be enhanced. The relative lack of goods and services is a function of the perceived lack of local demand. It is an equation that can be broken only by a progressive increase in local purchasing and the associated encouragement of local supply.



With its responsibility for the Historic Site, NPWS is a major property management enterprise and one of the biggest employers in Hill End. The way that its operational budget is expended can have a significant effect on the overall level of local economic activity.

A considerable amount of the Historic Site budget is already expended locally and several NPWS staff have lived in the village for many years. Other staff members join the community for relatively short periods of time. NPWS local expenditure includes staff wages, casual employment opportunities, food and beverage, fuel, accommodation for visiting staff, contractors and consultants, office supplies and some local services related to building maintenance. From time to time local people are also employed as guides or interpreters for the historic properties. Staff members also join the social and community life of the Village, send their children to the local school and purchase local services such as health and communications.

Inevitably however, a considerable proportion of the operational budget is lost to the Village. This results from a combination of work that has traditionally been done by NPWS personnel or by goods and services that are sourced in regional centres or elsewhere. This Master Plan encourages the devolution of many of the operational activities that have been informally assumed by NPWS back to local suppliers and service providers. This will enable NPWS to

concentrate on its core business of conservation management and public interpretation of the Historic Site, while generating greater local demand. A general increase in local spending by NPWS will enhance business activity in the Village, providing a boost that may encourage other members of the local community to purchase more local goods and services.

NPWS shall review its operational budget and identify areas where it can progressively increase its focus on the purchase of local goods and services.

Management Policies

Policy 5.4.1

NPWS shall regularly review its operational budgets to identify opportunities for locally based expenditure on goods and services.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Analyse existing Historic Site budget to identify all forms of current local expenditure.	NPWS		T1
A2	Review externally purchased items to identify opportunities for additional local purchasing.	NPWS		T1
A3	Liaise with local suppliers to establish local purchasing intent.	NPWS	Local Suppliers	T1
A4	Conduct tendering if necessary and commence local purchasing.	NPWS		T1
A5	Review local opportunities every three years.	NPWS		T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- The annual budget has been assessed and additional local purchasing opportunities identified.
- Arrangements have been made with local suppliers for the local provision of additional goods and services.

Policy 5.4.2

NPWS shall regularly review its activities to identify opportunities for enhanced operational engagement with locally based businesses and public sector agencies.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Analyse current business activities and identify areas where local contractors or service providers might be engaged.	NPWS		T1
A2	Prepare business cases to assess these opportunities.	NPWS		T1
A3	Conduct tendering if necessary and commence local purchasing.	NPWS	Local Providers	T1
A4	Review local opportunities every three years.	NPWS		T2

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period and subsequently, when the following has been achieved:

- There has been an increase in the proportion of operational activities that are undertaken for NPWS by local service providers on a contract basis.

5.5 Expanded Residential Population

Synopsis

Hill End currently has a population of around 200 people, which is recognised within the local community as being below the preferred level of sustainability. At this level there are barely enough children to sustain the local school or other local services. The local shops and other services struggle to achieve reasonable levels of turnover and are therefore unable to offer the range of employment, produce or services that would encourage greater local support.

Hill End has the potential to attract additional families and other residents, based on the rural lifestyle concept. There is a growing market of people who wish to settle in rural New South Wales but are not attracted by the larger country towns or regional cities, particularly if they can only afford to settle in the suburban fringes of such places. For the price of the additional journey time, the choice offered by smaller rural villages, such as Hill End, is quite attractive. In recent years, this has proved to be a useful, if relatively small, source of new residents for the village, with a number of new houses erected in the so-called development zone to the north of the historic core. Property prices have risen quite strongly during this period, but remain competitive compared with the larger towns.

Community based research in Hill End has identified a strong preference for more families and other people to settle in the Village. In order for this to be achieved, more housing is required. The research conducted by Marla Guppy indicated that many local people considered that more of the NPWS owned cottages, should converted for family housing. Other sections of this Master Plan have identified a preference for the available stock of NPWS buildings to be used for tourism related accommodation and services, in order to achieve a greater overall contribution to the economic life of Hill End. The land in the so called development zone, which is less sensitive in heritage terms when compared to the historic centre, is finite and will eventually be used up if there is a continuing flow of new dwellings being erected.

The Historic Site includes a considerable NPWS land holding at Tambaroora, several kilometres to the north of Hill End. This was the scene of intensive gold mining activity in the later decades of the 19th century, but has now been almost completely abandoned. Virtually all of the buildings have long since gone, and much of the former mining landscape is severely eroded. The land can be regarded as potentially rich in archaeological material related to the mining activity, although whether this resource is of equal value to that in the historic core of Hill End has not been tested.

Tambaroora presents a long-term opportunity for NPWS to make available additional residential land within the overall catchment of Hill End that could deflect future development pressure away the “unspoilt” nature of the historic village core. While it is almost certain that the land cannot be de-gazetted from the Historic Site, NPWS could consider making it available on a long-term ground lease basis. Basic road connections with Hill End are already in place, although consideration would also be required about the provision of services such as water, power and sewerage, should the land be made available. Such provision could be undertaken by or in conjunction with Evans Shire or within a negotiated basis for the property lease. Evans Shire has advised that they would not currently consider the provision of water and sewerage to a future residential population at Tambaroora to be economically sustainable. Suitable development controls will also be required. Uses that might dilute the sustainability and strength of the local commercial and retail activities in Hill End village should not be permitted in Tambaroora.

Management Policies

Policy 5.5.1

In the absence of suitable tourism related opportunities for all available buildings, NPWS shall consider short-term residential leases for such buildings in order to encourage new families to settle in the village.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Within the context of matching available buildings with market demand, identify if any potentially occupied buildings are likely to remain vacant and for what periods.	NPWS		T1
A2	For those buildings likely to be vacant for approximately 12 months or less, negotiate a short-term rental arrangement with arts or tourism-based activities.	NPWS	Potential tenants	T1
	For those buildings likely to be vacant for up to three years, advertise for potential residential tenants and negotiate short-term leases.	NPWS	Potential tenants	T1
A3	Review these leases periodically as appropriate	NPWS	Potential tenants	T2, T3

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- Every available building in the Historic Site that may otherwise be vacant has been leased for arts or tourism related activities or to new community members, on a short-term basis.
- Following periodic reviews the buildings are leased to longer-term tenants for arts, cultural or tourism based activities.

Policy 5.5.2

NPWS shall develop a policy for initially charging subsidised rentals in cases where prospective lessees can demonstrate that a proposal offers significant conservation, social and economic benefits if a reduced rent for an agreed period is permitted. NPWS may also agree to non-market water and sewerage rates for new residential construction in the village development zone in order to provide a short-term impetus for new people to move into the community.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Identify all existing properties within the village that do not currently have water or sewerage supplied.	NPWS	Evans Shire	T1
A2	Prepare a business case for new and existing houses that examines the likely impact of initially subsidized charging the long-term viability of that accommodation.	NPWS		T1
A3	Develop and implement the policy that is derived from that analysis.	NPWS		T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- NPWS has a good understanding of the business case for potentially providing subsidised rentals for an agreed period in cases where prospective lessees can demonstrate that such a proposal offers significant conservation, social and economic benefits. NPWS has a good understanding of the positive effects of supplying water and sewerage to un-serviced residential property within the village at non-market rates.
- A policy has been formulated in response to the business case and progressive implementation has commenced.

Policy 5.5.3

NPWS shall investigate the potential for new residential land, from within their current land holdings, to be opened up at Tambaroora in order to provide for the long-term growth of the community without placing undue pressure on the important character of the historic core of the Village.

Action Number	Management Action	Primary Linkage	Other Linkage	Time Frame
A1	Review the potential market for long-term residential development in Hill End and determine the most likely timeframe when land at Tambaroora may be required.	NPWS	Evans Shire	T1
A2	Conduct preliminary planning and development studies of the area to determine the nature of the archaeological and cultural heritage resources, mining and minerals exploration activities that may constrain future development.	NPWS	Evans Shire	T1
A3	Develop a long-term policy, business case and development scenario for land release.	NPWS	Evans Shire	T1

Evaluation Threshold

This Policy will have been successfully implemented during the first trimester period when the following has been achieved:

- NPWS has a reasonable view of the likely long term demand for residential property in Hill End that may be satisfied by releasing redundant NPWS land at Tambaroora, including relevant market indicators that will justify commencing more detailed planning and development work.
- NPWS has a reasonable view of the likely constraints and opportunities related to the future release of land at Tambaroora.
- NPWS has an indicative development policy and scenario for future land release at Tambaroora.
- Department of Mineral Resources has been informed of the research and been given an opportunity to ensure against any potential conflict with mining or mineral exploration.
- Potential land releases at Tambaroora have been coordinated with Evans Shire and any relevant statutory planning instruments.

Appendix to Master Plan

Hill End Historic Site

Schedule of Potential Building Uses

This Schedule has been developed as part of the process of formulating the Master Plan for the Hill End Historic Site. It supports the analysis and recommendations within the Master Plan for as many buildings as possible within the Historic Site to be conserved and used in a manner that productively contributes to the economic, cultural and lifestyle sustainability of the village.

There are no definite timetables proposed within the Master Plan for the use or re-use of individual historic buildings. The Master Plan recognises that some buildings have existing leases or other forms of commitment to existing occupants, while other buildings will require carrying degrees of conservation and adaptive works to make them suitable for new uses. The Master Plan also recognises that the successful installation of new uses into specific buildings will be partly dependant on the capacity of the local economy, local community and new entrants into the village to accept and sustain additional capacity.

The Master Plan has established that NPWS may lease any or all of the NPWS owned buildings within the Historic Site for activities that support and sustain the life of the village and the overall conservation and interpretation objectives of the Service. Some buildings may be directly occupied by NPWS activities; service providers who sustain parts of the NPWS operational activities on a contractual basis may occupy others. The Master Plan has also established the potential for NPWS to negotiate non market rental based lease arrangements if the potential lessee can present a sustainable business case which demonstrates that such a lease arrangement would enable the business, community or cultural activity to achieve sustainability or operational security more quickly than might otherwise be possible.

The terminology adopted in the following table differentiates between “residential” occupation, being medium to long term occupation by a family unit, and “commercial” occupation which might include short stay holiday accommodation, cultural uses such as gallery, crafts, education, community, conference, artist in residence, museum and/or interpretation activities, retail or service operations, including hotel style activities, NPWS operational activities and/or commercial space.

No specific selection of “commercial” style activities is made at this stage, in order to retain future flexibility in NPWS policy implementation and the capacity to respond to the demands of the market place.

Some “residential” uses may include low-key tourism activities such as hospitality and refreshments. Equally, some of the “commercial” uses may include a residential component for the operator or manager to live on the premises.

Only NPWS owned buildings within the Hill End Historic Site have been included in this Schedule.

Schedule of Potential Future Uses

Building No.	Building Name	Preferred Use
2	Denman Group	Commercial
4	Lincoln Group	Commercial
5	Fairfax House	Commercial
7	Bleak House	Commercial
9	B Montgomery's	Residential
11	Primitive Methodist Church	Commercial
18	The Hilton	Commercial
19	Frenzel Group	Residential
20	Rose Cottage	Residential
21	T Woolard's	Residential
22	Heap's	Residential
23	Beyer's Cottage	Commercial
24	Dodd's Hotel (Athol's)	Commercial
25	Bryant's Shop	Commercial
26	Mining Registrars	Commercial
29	Holtermann Group	Commercial
30	Post Office	Commercial
32	Great Western Store	Commercial
34	L Hocking's	Commercial
35	P Hiflieger's	Commercial
37	Hosie's Store	Commercial
38	Faradays' Cottage	Commercial
39	Sydney Hotel (Lyle's)	Commercial
40	Northey's Store	Commercial
42	General Store Group	Commercial
43	C.W.A	Commercial
45	Church Manse	Commercial
47	Carver's	Commercial
52	The Rectory Group	Commercial
53	Royal Hotel	Commercial
54	Royal Hall	Commercial
55	J Stuart's	Commercial
56	D Murray's	Commercial
58	Craigmoor	Commercial
59	Warry's	Commercial
69	English Group	Commercial
76	Hospital Group	Commercial
80	Bill Bennett's	Commercial
	Village Camp Ground	Commercial
	Glendura Camp Ground	Commercial