

Honouring the past by securing the future

Integrated Monitoring and Adaptive Management System (IMAMS) Bi- annual Report for the period September 2007- March 2008

Report dated September 2008

for the conservation and adaptive re-use of the
Quarantine Station



Mawland Quarantine Station

Box 50 145 Sydney Road Fairlight 2094

Telephone: (61) 2 9977 5145 Facsimile: (61) 2 9977 6680

Email: info@qstation.com.au. Website: www.qstation.com.au

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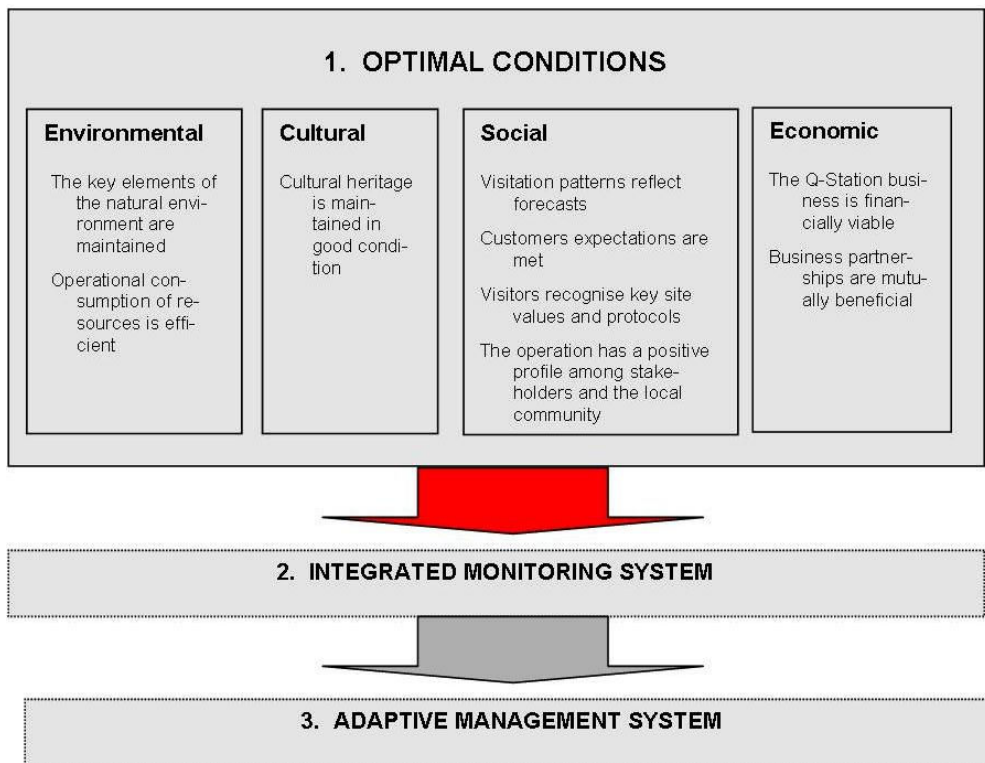
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1. Introduction

This is the second Bi-Annual Report summarising the health of the site known as the former North Head Quarantine Station site, its tourism activities and business over the period September 2007 to March 2008. Each report presents data from the previous six months¹.

The Report is generated by an Integrated Monitoring and Adaptive Management System (IMAMS). The IMAMS monitors the sustainability of the Q Station activity across the environmental, cultural, social and economic dimensions. Figure 1 presents the three components of the IMAMS and its nine optimal conditions proposed to direct the IMAMS. If this integrated set of environmental, cultural, social and economic optimal conditions can be simultaneously achieved, then the operation could be nearing a full state of sustainability. The IMAMS measures how close the operation is to this position, and introduces changes to management practices to bring it closer.

Figure 1 Nine proposed optimal conditions to base the integrated monitoring and adaptive management system on, in context with the other two components of the systems



This report has been prepared to meet the requirements of the Conditions of Approval 219 and has been prepared for feedback by the DECC, and the Quarantine Station Community Committee (QSCC).

To review the IMAMS document go to

<http://www.qstation.com.au/pdfs/070803IMAMSFinal.pdf>

1.1 Implementation to date

Of the 150 indicators 58 (40%) have been implemented as per the staging plan (see Appendix A for further details). A number of indicators scheduled for implementation in Stage 2 have not been implemented. These indicators were proposed for Stage 2 to correspond with the start of the main operation, (independent access, visitor centre, accommodation and restaurant). These operations trigger the main source of risks and benefits that IMAMS is designed to monitor. The main operation commenced on the 25th April 2008.

¹ The data in this report includes some data already reported on in the previous report, as some indicators are only monitored annually

Since the IMAMS was written in 2006 there have been adjustments in the business focus and names of various products and room types. This has required modifications to the naming of some specific social and economic indicators and the adding of some more specific indicators in these dimensions to reflect additional products. These modifications and additions are outlined in Appendix C, and will eventually need to be transferred into an updated version of the approved IMAMS document at a later stage – indicatively a year after all indicators have been implemented, since further modifications may be warranted during this time.

1.2 Sustainability index

The Sustainability Index measures the combined results of all the specific indicators that suggest the health of the natural, cultural, social and economic environment. The maximum score possible is 1 meaning that every specific indicator is performing within its acceptable range.

Figure 1 shows that during the months since the site was leased and operated by Mawland Quarantine Station, the activity generated an overall Sustainability Index of 0.97 out of 1, which is similar to a score of 97%. The result is buoyed by a very strong performance in the Environment, Social and Economic indexes. Holding back the overall result is the Cultural Index score of 0.93. Section 2 will identify the specific indicators causing this result. Table 1 presents a more detailed breakdown of the scores for the Sustainability Index and those for each optimal condition.

Figure 2 Sustainability index as at 1/4/2008

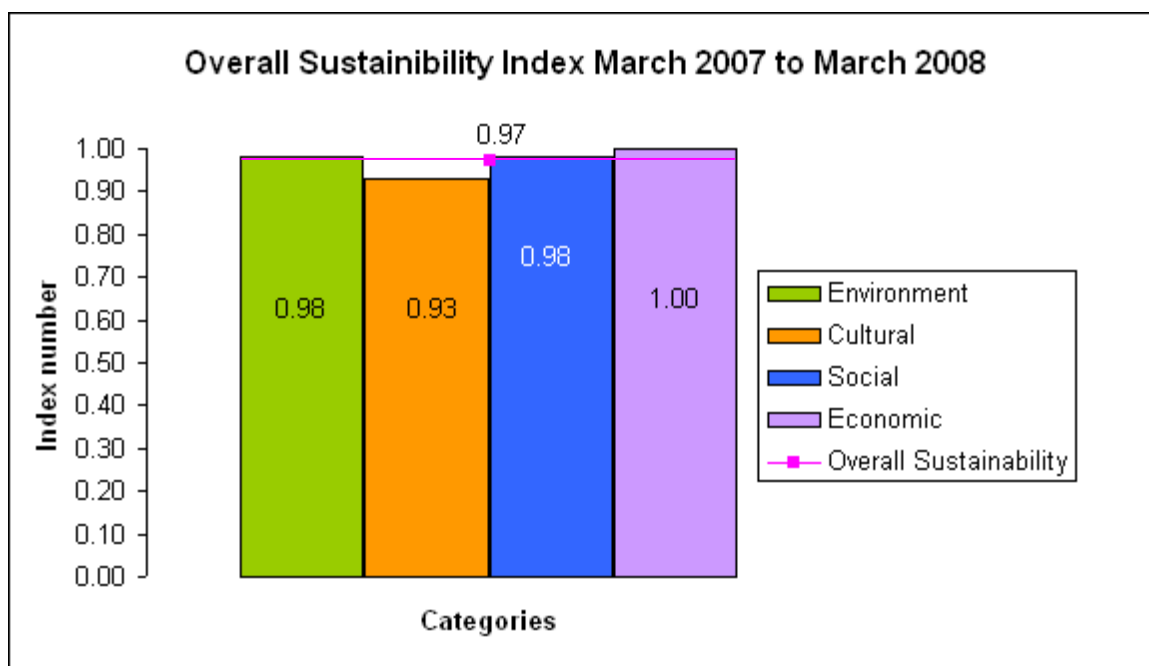


Table 1 Index performance for Sustainability and Optimal Conditions September 2007 to March 2008

Sustainability indices per 1-4-2008

Index Overall Sustainability

Environmental index	0.98
Cultural Heritage Index	0.93
Social Conditions	0.98
Economic Index	1.00

Overall Sustainability index **0.97**

Index Environment

Headline indicator

Long nosed bandicoot population health 1

Index Social

Headline indicator

Visitor access 0.80

Fauna and flora health	1.00	Visitor numbers	1.00
Little penguin population health	1.00	Representation of leisure target market	1
Predators and pests	0.83	Emotional responses of leisure target market	N/A
Native vegetation health	1.00	Satisfaction of leisure target market	N/A
Noise impacts	1.00	Customer complaints	1
Light impacts	N/A	Minimal Impact Code	1.00
Storm water quality and quantity	1.00	Staff and contractor training	1.00
Erosion and runoff	1.00	Public perceptions	1.00
Resource use	1.00	Media	1
Waste generation	1.00	Partnerships	1
1-Environment index	0.98	Research opportunities	N/A
		Public complaints	1
		Local employment	N/A
		3-Social index	0.98
<u>Index Cultural</u>		<u>Index Economic</u>	
<i>Headline indicator</i>		<i>Headline indicator</i>	
Building condition	0.79	Occupancy levels	N/A
Infrastructure condition	N/A	Repeat visitors	N/A
Cultural landscape condition	1.00	Revenue	1
Moveable heritage collection condition	1	Room rates	N/A
Aboriginal sites condition	N/A	Yield	N/A
2-Cultural index	0.93	Profitability	1
		Staff retention	1
		DEC Lease partnership	1
		4-Economic index	1

*N/A: Not Applicable as these indicators are not currently being monitored

The IMAMS is a tool used to make decisions about the health of the site inclusive of all sectors environmental, cultural, social and economic. One way of assessing this health is to plot the trend of the indices from one reporting period to the next. Figure 3 shows the trend of each of the four main indices from the reporting period November 2006 to September 2007 to March 2007 to March 2008.

Figure 3 Comparison of the sustainability indices between the reporting period November 2006 to September 2007 and March 2007 to March 2008.

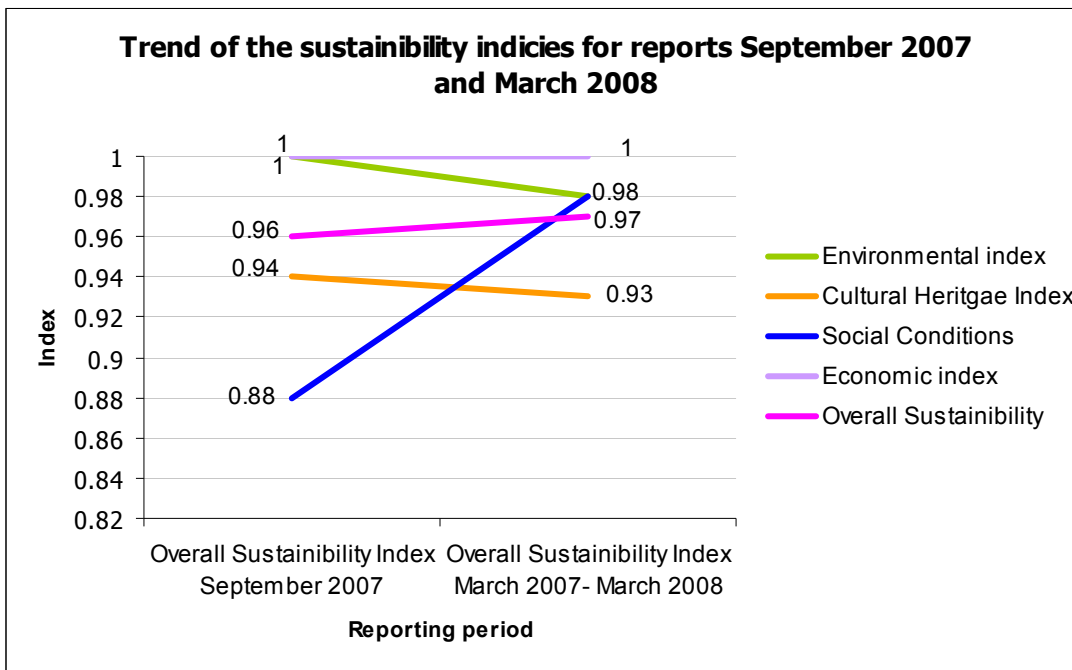


Figure 3 shows that the overall sustainability index increased from 0.95 to 0.97 as a result of the environmental (predators and pest species) and cultural heritage (smoke detectors) indexes decreasing and the social index (minimal impact code awareness) increasing (the economic index remained the same).

It is forecast that the next report will indicate a decrease in the overall sustainability index as a result of a decrease in the economic index. From this trend data and typical trends associated with, it is forecast that the economic index is likely to fall because of

- the start up of the new tourism businesses and associated additional high operating costs;
- low or at best moderate occupancies associated with trading into the winter months and
- the NSW economy and domestic tourism stagnating.

2. Indicator performance

2.1 Specific indicators performing outside their acceptable range and proposed adaptive management responses

Four of the 59 Specific Indicators currently being monitored performed outside their acceptable range. The poor performing Specific Indicators were:

- Black rats abundance
- Smoke alarm functionality
- Visitors who arrive by Q Station Shuttle

Table 2 analyses the results of the Specific Indicators against their Acceptable Range result, and identifies that two specific indicators result stem from the Q Station tourism operation (smoke alarms and shuttle use) and two can be considered symptomatic of broader North Head conditions). Table 2 further suggests that to make these Headline Indicators perform within their acceptable range in the future, we recommend that the DECC and Quarantine Station Community Committee should consider and provide feedback on the Adaptive Management Responses.

Table 2 Analysis and proposed adaptive management response to Specific Indicators performing outside their acceptable range

Headline Indicator	Predators and Pests				
Specific Indicator	Acceptable range	Result	*DR	*UC	*NR
Black rat abundance	<18% of black rats trapped within the lease area to North Head	21% March 2008		✓	
Comment	Adaptive Management response				
Abundance found across North Head and aligned to favourable conditions returning after prolonged drought	Monitor to next period with the expectation that the numbers will naturally reduce to within the acceptable range				
Headline Indicator	Building Condition				
Specific Indicator	Acceptable range	Result	*DR	*UC	*NR
Smoke alarm functionality	90-100%	0.17	✓		
Comment	Adaptive Management response				
Numerous alarms were found to have low powered batteries or dust within them that was triggering dysfunctions. Compounding this was additional dust and vibrations from conservation and adaptation works.	<p>As construction works are completed in each building replace low level batteries, repair and reattach alarms.</p> <p>During daily construction works, isolate alarms to minimise false alarms and re-activate alarms at the end of each day. During isolation duty managers monitor the system and attend to any alarms/false alarms that arise.</p>				
Headline Indicator	Visitor Access				
Specific Indicator	Acceptable range	Result	*DR	*UC	*NR
Visitors who arrive by Q Station shuttle	40-50%	9%	✓		
Comment	Adaptive Management response				
Poor result is despite implementation of adaptive management responses (training of reservation staff to further promote the shuttle service in November 2007 and shuttle service promotion being integrated into the December 2007 tour brochure). Performance is not expected to perform within the acceptable range while the majority of visitors are night visitors participating in Ghost Tours, confirmed by visitor surveys indicating that cars are perceived to be a more favourable mode of transport for night visitors.	Continue promotion of the shuttle service for tour customers by reservation staff. Discuss a whole of North Head shuttle service with North Head stakeholders, that might attract more clientele to a shuttle service.				

DR = Directly Related NR = Not related UC = Uncertain

2.2 Specific indicators performing within their acceptable range

The Specific Indicators that were performing as expected are listed in Appendix B. In Summary:

- Environmental Index: 21 of the 23 (96%) specific indicators currently being monitored performed within the acceptable range,
- Cultural Index: 6 of the 7 (85.71%) specific indicators currently being monitored performed within the acceptable range,
- Social index: 19 of the 20 (95%) specific indicators currently being monitored performed within the acceptable range,
- Economic index: 6 of the 6 (100%) specific indicators currently being monitored performed within the acceptable range.

2.4 Analysis of specific indicators

There are no indicators performing outside or within their acceptable range that have a relationship that would benefit from further analysis, either against the previous monitoring period or against other indicators.

Appendix A – Indicators not yet implemented

Environmental optimal conditions	Headline indicators	Specific indicators	Implementation scheduled for	Explanation	
The key elements of the natural environment are maintained	Long-nosed Bandicoot population health	Bandicoot activity and use of foraging habitat Bandicoot use of enhanced, reconstructed or rehabilitated habitat	Pre lease activation Stage 1	Background monitoring is being undertaken by the DECC during the first three years of monitoring so as to establish the acceptable ranges and benchmark baseline data. Background monitoring is being undertaken by the DECC during the first three years of monitoring so as to establish the acceptable ranges and benchmark baseline data	
	Native vegetation health	Flora displaying dieback Weed coverage	On completion of CP1- April 2008 Year 3		
	Noise impacts	Traffic noise		Stage 2	Monitoring will commence when the main operation and independent access commences, April 25 2008.
		Operations noise outside site		Stage 2	Monitoring will commence when function, restaurant and accommodation operations commence, April 25 2008.
		Operations noise inside site		Stage 2	Monitoring will commence when function, restaurant and accommodation operations commence, April 25 2008.
		Amplified indoor music or noise levels		Stage 2	Monitoring will commence when function, restaurant and accommodation operations commence, April 25 2008
	Light impacts	Light spill on Quarantine Beach		Stage 2	Monitoring will commence when the visitor centre and restaurant operation commences, April 25 2008
		Light spill in Bandicoot habitat		Stage 2	Monitoring will commence when the accommodation operation commences, April 25 2008.
	Operational consumption of resources is efficient	Resource use	Electricity consumption	Stage 2	Monitoring will commence when the power supply is upgraded to provide a meter that records electricity consumption, scheduled October 2008.
	Cultural optimal conditions	Headline indicators	Specific indicators	Implementation scheduled for	Explanation

Cultural heritage are maintained in good condition	Building condition	<p>Roof deterioration</p> <p>Asbestos cement fretting</p> <p>Sandstone pillars</p> <p>Brick mortar requiring re-pointing</p> <p>Moisture entry into internal buildings</p> <p>Functionality of doors and locks</p> <p>Window functionality</p> <p>Termite presence in timber buildings</p> <p>Dry rot in timber veranda posts, balustrades and decking</p> <p>Building exteriors showing loose or damaged sections</p> <p>Cracked or peeling painted wooden surfaces</p> <p>Interior and exterior rusting elements</p>	<p>Stage 3</p> <p>Stage 3</p> <p>Stage 3</p> <p>Stage 3</p> <p>Stage 3</p> <p>Stage 3</p> <p>Stage 3</p> <p>Stage 3</p> <p>Stage 4</p> <p>Stage 3</p> <p>Stage 3</p> <p>Stage 3</p>	
	Infrastructure condition	<p>Building drains</p> <p>Stormwater drains</p> <p>Ground settlement underneath roads, paths and structures</p> <p>Concrete steps and pathways showing cracking or spalling</p> <p>Road surface and edges alongside historic drains and walls showing no damage</p> <p>Wharf planking and steps firmly fastened and showing no signs of splits, holes or failure</p>	<p>Stage 4</p> <p>Stage 4</p> <p>Stage 4</p> <p>Stage 4</p> <p>Stage 3</p> <p>Stage 3</p>	

	Cultural landscape condition	Clearly differentiated cultural landscape representing the Aviation Phase Fencing that remains structurally stable Culturally planted trees (including coral trees) showing no signs of damage, disease or pests Condition of midden in Wharf Precinct	Stage 3 Stage 4 Stage 4 Stage 3	
	Aboriginal sites condition			
Cultural optimal conditions	Headline indicators	Specific indicators	Implementation scheduled for	Explanation
Visitation patterns reflect forecasts	Visitor access	Visitors who arrive by ferry	Stage 2	Monitoring will commence when ferry operation commences scheduled for October 2008
	Visitor numbers	Visitors on site at any one time Visitors within Wharf Precinct at any one time (peak periods) Non-guided day visitors outside Wharf Precinct Participants on 40 Days experience Participants on Defiance experience	Stage 2 Stage 2 Stage 2 Stage 2 Stage 2	Monitoring will commence when independent access commences on April 25 2008. Monitoring will commence when independent access commences on April 25 2008. Monitoring will commence when independent access commences in April 25 2008. 40 Days experience commenced June 2008. Monitoring commenced when the Defiance launched, April 2008.
	Representation of leisure target market	Leisure target market on 40 Days Leisure target market on Defiance Leisure target market staying in specific room types at any one time	Stage 2 Stage 2 Stage 2	40 Days experience commenced June 2008. Monitoring commenced when the Defiance launched, April 2008. Monitoring commenced when accommodation operation commenced April 25 2008.
	Emotional responses of leisure target market	Leisure guests sensed feelings of isolation and serenity Leisure market perception that crowding reduced satisfaction	Stage 2 Stage 2	Monitoring commenced when accommodation operation commenced April 25 2008. Monitoring commenced when accommodation operation commenced April 25 2008.
	Customers expectations are met			

		<p>Leisure market that felt intended emotional response during Defiance</p> <p>Leisure market that felt intended emotional response during the 40 Days experience</p> <p>Leisure market that felt intended emotional response during the Spirit Investigator</p> <p>Leisure target market that believe that they have learnt something about one of the emphasised themes on the 40 Days experience.</p> <p>Leisure target market that believe that they have learnt something about one of the emphasised themes on the Defiance experience.</p>	<p>Stage 2</p> <p>Stage 2</p> <p>Stage 2</p> <p>Stage 2</p> <p>Stage 2</p>	<p>Monitoring commenced when the Defiance launched, April 2008.</p> <p>Experience commenced June 2008.</p> <p>Spirit Investigator experience commenced June 2008.</p> <p>Experience commenced June 2008.</p> <p>Monitoring commenced when the Defiance launched, April 2008.</p>
<p>The operation has a positive profile among stakeholders and the local community</p>	<p>Satisfaction of leisure target market</p> <p>Media</p> <p>Partnerships</p> <p>Research opportunities</p> <p>Local employment</p>	<p>Leisure market that were very satisfied with 40 Days</p> <p>Leisure market that were very satisfied with Defiance</p> <p>Leisure market that were very satisfied with Spirit investigator</p> <p>Leisure market who were very satisfied with their overnight stay</p> <p>Media references re innovative nature of interpretive experience</p> <p>Partnerships and initiatives involving stakeholder groups</p> <p>Number of serviced enquiries for access the moveable heritage and resource collection</p> <p>Q-Station positions occupied by local population</p>	<p>Stage 2</p> <p>Stage 2</p> <p>Stage 2</p> <p>Stage 2</p> <p>Stage 3</p> <p>Stage 4</p> <p>Stage 4</p> <p>Stage 4</p>	<p>Experience commenced June 2008.</p> <p>Monitoring commenced when the Defiance launched, April 2008.</p> <p>Spirit Investigator experience commenced June 2008.</p> <p>Monitoring commenced when the accommodation operation opened, April 25 2008.</p>
<p>Cultural optimal conditions</p>	<p>Headline indicators</p>	<p>Specific indicators</p>	<p>Implementation scheduled for</p>	<p>Explanation</p>

The Q-Station business is financially viable.	Occupancy levels	Bed nights sold	Stage 2	Monitoring commenced when the accommodation operation opened April 25 2008.
		Length of stay	Stage 2	Monitoring commenced when the accommodation operation opened April 25 2008.
		Overall room occupancy level	Stage 2	Monitoring commenced when the accommodation operation opened April 25 2008.
		Authentic refurbished room occupancy	Stage 2	Monitoring commenced when the accommodation operation opened April 25 2008.
		Standard room occupancy	Stage 2	Monitoring commenced when the accommodation operation opened April 25 2008.
		Superior room occupancy	Stage 2	Monitoring commenced when the accommodation operation opened April 25 2008.
		Superior room occupancy	Stage 2	Monitoring commenced when the accommodation operation opened April 25 2008.
		Suite room occupancy	Stage 2	Monitoring commenced when the accommodation operation opened April 25 2008.
		Cottage room occupancy	Stage 2	Monitoring commenced when the accommodation operation opened April 25 2008.
		Cottages occupancy	Stage 2	Monitoring commenced when the accommodation operation opened April 25 2008.
		40 Days occupancy	Stage 2	Monitoring commenced June 2008
		Defiance occupancy	Stage 2	Monitoring commenced April 2008
		Sixth Sense occupancy	Stage 2	Tour changed to Spirit Investigator- monitoring commenced June 2008
		Parlour room occupancy	Stage 4	Monitoring commenced April 2008
		Destination Spa occupancy	Stage 2	Scheduled to open 2010
	Repeat visitors	Leisure market who have stayed overnight on repeat visit	Year 3	Monitoring commenced when the accommodation operation opened April 25 2008.

	Leisure market who have repeated 40 Days	Year 3	Monitoring commenced June 2008
	Leisure market who have repeated Defiance	Year 3	Monitoring commenced April 2008
Revenue	Visitor Centre revenue	Stage 2	Monitoring commenced independent access commenced April 25 2008.
	Accommodation revenue	Stage 2	Monitoring commenced when the accommodation operation opened April 25 2008.
	Room revenue	Stage 2	Monitoring commenced when the accommodation operation opened April 25 2008.
	Conference, function & education revenue	Stage 2	Monitoring commenced 25 April 2008.
	Food and beverage revenue	Stage 2	Monitoring commenced 25 April 2008.
	Health Retreat revenue	Stage 4	Postponed until 2010
	Rate of revenue per treatment room in Destination Spa	Stage 4	Postponed until 2010
	Room rates	Average room rate	Stage 2
Average room rate- refurbished rooms		Stage 2	Monitoring commenced when the accommodation operation opened April 25 2008.
Average room rate- authentic rooms		Stage 2	Monitoring commenced when the accommodation operation opened April 25 2008.
Average room rate- superior rooms		Stage 2	Monitoring commenced when the accommodation operation opened April 25 2008.
Average room rate- parlour rooms		Stage 2	Monitoring commenced when the accommodation operation opened April 25 2008.
Average room rate- suites		Stage 2	Monitoring commenced when the accommodation operation opened April 25 2008.
Average room rate- cottages		Stage 2	Monitoring commenced when the accommodation operation opened April 25 2008.

	Yield	Food and beverage customer spend	Stage 2	Monitoring commenced 25 April 2008.
	Staff retention	Spend per guest	Stage 2	Monitoring commenced when the accommodation operation opened April 25 2008.
		Average length of employment	Stage 2	Monitoring Commenced April 2008.
Business partnerships are mutually beneficial	DEC Quarantine Station partnership	Rental allocation to DEC from year 3 onwards	Year 3	

Appendix B – Specific Indicators performing within their acceptable range

Environmental indicators	Headline Indicators	Specific indicators	Acceptable range	Within the acceptable range
	Long-nosed Bandicoot population health	Number of adult long-nosed bandicoot deaths attributable to vehicles (5 triggers)	Trigger 4: 6 adult mortalities above background levels (2 in first 6 months, 2 in the second & 2 in third)	✓
	Fauna impacts	Number of fauna deaths attributable to vehicles	0-12 individuals per year	✓
		Number of animals moved from work sites	3-20 individuals per year	✓
		Number of inadvertent impacts to flora and fauna from construction activity	0-6 occurrences per year	✓
	Little Penguin population health	Number of active Little Penguin breeding burrows (2 triggers) Note that contributing indicators include 17, 19, 21, 9, 22,	Trigger 1: Decrease within 5% probability level (statistically)	✓
	Predators and pests	Rabbit abundance	12-24 individuals	✓
		Fox and cat abundance	Within 10% of benchmark (3 cats and 1 fox per annum)	✓
	Native vegetation health	Number of Sunshine Wattle	12-24 individuals	✓
		Number of Camfield's Stringybark	1-2 individuals	✓
		ESBS regeneration	600-750m ² in total	✓
Fuel load in bushland		8-15 tonnes per hectare	✓	
Construction noise		0-45dB(A)	✓	
Stormwater quality and quantity	Suspended solids in stormwater	20-30% of the 1 year ARI flow	✓	
	Oil and grease in stormwater	25-30% of the ARI flow	✓	
	Significant spills or discharges including sewage overflows	0-1 spills/year	✓	
Erosion and runoff	Sites showing active erosion	0-5 sites/year	✓	
Operational consumption of	Resource use	Water consumption	24.3-46.8kl/d	✓
	Waste generation	Sewage output	2,187 - 4,212 kl/quarter	✓

resources is efficient		Non-recyclable waste	53-80m ³ /month	✓
		Recyclable paper	40-60 m ³ /month	✓
		Recyclable glass	28-42 m ³ /month	✓
Cultural optimal conditions	Headline indicators	Specific indicators		
Cultural heritage are maintained in good condition	Building condition	Incidents resulting in damage to historic heritage (accidental or malicious)	0-6 incidents/year	✓
		Implementation of scheduled building-related Conservation Works Program (4 triggers / stages)	80-90% Urgent Works and 75-85% Medium term works	✓
	Cultural landscape condition	Painted inscriptions showing colour over the majority of painted surface	80-90%	✓
	Moveable heritage collection condition	Implementation of scheduled cultural landscape-related Conservation Works Program	Stage 1 works completed in Stage 1, 2 in 2, 3 in 3, 4 in 4	✓
	Aboriginal sites condition	Proportion of moveable heritage items that are allocated to high priority conservation treatment	5-10%	✓
Social optimal conditions	Headline indicators	Specific indicators		
Visitation patterns reflect forecasts	Visitor access	Condition of midden in Wharf Precinct	Grass cover and no signs of active erosion	✓
		Specific indicators		
		Visitors who arrive by private vehicles	Prior to year 3 less than 80% (benchmark)	✓
		Private vehicles entering core precinct	280000-300000 vehicles/year	✓
		Visitors who enter site by private vehicle at sensitive traffic periods	28-41 vehicles	✓
		Number of times overflow parking area used	2-6 times/year	✓
	Visitor numbers	Visitors on site at any one time	290-450 pax	✓
		Participants on all tours	Year 2- 3 27000-37000	✓
	Representation of leisure target market	Leisure market undertaking storytelling tours at any one time	45-75% of participants	✓
	Customer complaints	Customer complaints about operational issues	10-15 complaints/year	✓

Visitors understand the key site values and protocols	Minimal Impact Code	Visitors aware of Minimal Impact Code	50-70%	✓
	Staff and contractor training	Operations staff recorded as being induction trained	90-100%	✓
The operation has a positive profile among stakeholders and the local community	Public perceptions	Construction contractors recorded as being induction trained	90-100%	✓
		Visitors that believe the Quarantine Station is being adequately conserved	20-50%	✓
		Visitors who believe there is adequate public access to the Quarantine Station	20-50%	✓
		Visitors aware that DEC are present on-site	20-50%	✓
		Visitors aware the ongoing on-site role of the DEC	20-40%	✓
		Visitors who believe QS is part of Sydney Harbour National Park	20-50%	✓
	Media	News stories about Quarantine Station	20-50%	✓
	Partnerships	Occupancy of Quarantine Station Community Committee at meetings	70-85%	✓
	Public complaints	Complaints from the general public or stakeholders	7-12 complaints/year	✓
Economic optimal conditions	Headline indicators	Specific indicators		
The Q-Station business is financially viable	Revenue	Tours revenue	Confidential to Mawland and the DECC.	✓
		Total revenue	Confidential to Mawland and the DECC.	✓
		Tour customer spend	Confidential to Mawland and the DECC.	✓
		Proportion of revenue to operating expenses	Confidential to Mawland and the DECC.	✓
Business	Profitability	Net Operating Profit	Confidential to Mawland and the DECC.	✓
		Staff retention	36-43/year	✓
		DEC Quarantine Station	0-5/year	✓

partnerships are mutually beneficial	partnership	Lease breach notifications	0-3/year	✓
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Appendix C – Old and new specific indicators and acceptable ranges

Environmental indicators	Headline Indicators	Old Specific indicators	Acceptable range	New Specific Indicator	New acceptable range
The key elements of the natural environment are maintained	Long-nosed Bandicoot population health	<ol style="list-style-type: none"> 1. Bandicoot use of habitat 2. Bandicoot use of enhanced, reconstructed or rehabilitated habitat 3. Number of adult long-nosed bandicoot deaths attributable to vehicles (5 triggers) 	<p>Not previously available</p> <p>Not yet available as habitat areas not yet rehabilitated</p> <p>Trigger 2: 2 adult mortalities above background levels for a 6 month period</p> <p>Note Trigger 1 is traffic based</p> <p>Trigger 3: 4 adult mortalities above background levels (2 in first 6 months and 2 in the second)</p> <p>Trigger 4: 6 adult mortalities above background levels (2 in first 6 months, 2 in the second & 2 in third)</p> <p>Trigger 5: 10 or more adult mortalities in any 1 month or 15 or more in any consecutive 3 month period (above background levels)</p>	<ol style="list-style-type: none"> 1. Bandicoot activity and use of foraging habitat 2. Bandicoot use of enhanced, reconstructed or rehabilitated habitat 3. Adult long-nosed bandicoot deaths attributable to vehicles (5 triggers) 	<p>0-12 individuals per year</p> <p>Trigger 2: 2 adult mortalities above background levels for a 6 month period</p> <p>Note Trigger 1 is traffic based</p> <p>Trigger 3: 4 adult mortalities above background levels (2 in first 6 months and 2 in the second)</p> <p>Trigger 4: 6 adult mortalities above background levels (2 in first 6 months, 2 in the second & 2 in third)</p> <p>Trigger 5: 10 or more adult mortalities in any 1 month or 15 or more in any consecutive 3 month period (above background levels)</p>

	Fauna impacts	<p>4. Number of fauna deaths attributable to vehicles</p> <p>5. Number of animals moved from work sites</p> <p>6. Number of inadvertent impacts to flora and fauna from construction activity</p>	<p>0-12 occurrences per year</p> <p>3-20 per year</p> <p>0-6 per year</p>	<p>4. Fauna deaths attributable to vehicles</p> <p>5. Animals moved from work sites</p> <p>6. Inadvertent impacts to flora and fauna from construction activity</p>	<p>0-12 occurrences per year</p> <p>0-20 per year</p> <p>0-6 per year</p>
Little Penguin population health	<p>7. Number of active Little Penguin breeding burrows (2 triggers)</p>	<p>>6</p>	<p>>6</p>	<p>7. Active Little Penguin breeding burrows (2 triggers)</p>	<p>>6</p>
Predators and pests	<p>8. Number of foxes and cats</p> <p>9. Number of rabbits</p> <p>10. Number of black rats</p>	<p>Within 10% of benchmark (3 cats and 1 fox per annum)</p> <p>12-24 individuals</p> <p>Within 10% of benchmark @16%</p>	<p>0-1 fox</p> <p>0-3 cats</p> <p>0-24 individuals</p> <p><16%</p>	<p>8. Number of foxes and cats</p> <p>9. Number of rabbits</p> <p>10. Number of black rats</p>	<p>0-1 fox</p> <p>0-3 cats</p> <p>0-24 individuals</p> <p><16%</p>
Native vegetation health	<p>11. Number of Sunshine Wattle</p> <p>12. Number of Camfield's Stringybark</p> <p>13. ESBS regeneration</p> <p>14. Fuel load in bushland</p> <p>15. Flora displaying dieback</p> <p>16. Weed coverage</p>	<p>12-24 individuals</p> <p>1-2 individuals</p> <p>600-750m²</p> <p>8-15 tons per hectare</p> <p>To be confirmed</p> <p>To be confirmed</p>	<p>>12 individuals</p> <p>>1 individual</p> <p>>600m²</p> <p><15 tons per hectare</p> <p>To be confirmed</p> <p>To be confirmed</p>	<p>11. Number of Sunshine Wattle</p> <p>12. Number of Camfield's Stringybark</p> <p>13. ESBS regeneration</p> <p>14. Fuel load in bushland</p> <p>15. Flora displaying dieback</p> <p>16. Weed coverage</p>	<p>>12 individuals</p> <p>>1 individual</p> <p>>600m²</p> <p><15 tons per hectare</p> <p>To be confirmed</p> <p>To be confirmed</p>
Noise impacts	<p>17. Construction noise</p> <p>18. Traffic noise</p>	<p>0-45dB(A)</p> <p>0-62 dB(A) (7am-10pm) 0-57 dB(A) (10pm- 7am)</p>	<p>0-45dB(A)</p> <p>0-62 dB(A) (7am-10pm) 0-57 dB(A) (10pm- 7am)</p>	<p>17. Construction noise</p> <p>18. Traffic noise</p>	<p>0-45dB(A)</p> <p>0-62 dB(A) (7am-10pm) 0-57 dB(A) (10pm- 7am)</p>

	19. Operations noise outside site 20. Operations noise inside site 21. Amplified indoor music or noise levels 22. Light spill on Quarantine Beach 23. Light spill in Bandicoot habitat	0-50dB(A) 0-45 dB(A) 0-50 dB(A) To be confirmed To be confirmed	19. Operations noise outside site 20. Operations noise inside site 21. Amplified indoor music or noise levels 22. Light spill on Quarantine Beach 23. Light spill in Bandicoot habitat	0-50dB(A) 0-45 dB(A) 0-50 dB(A) To be confirmed To be confirmed	19. Operations noise outside site 20. Operations noise inside site 21. Amplified indoor music or noise levels 22. Light spill on Quarantine Beach 23. Light spill in Bandicoot habitat	0-50dB(A) 0-45 dB(A) 0-50 dB(A) To be confirmed To be confirmed
Light impacts	24. Suspended solids in stormwater 25. Oil and grease in stormwater 26. Significant spills or discharges including sewage overflows	20-30%ARI flow 25-30%ARI flow 0-1 per year	24. Suspended solids in storm water 25. Oil and grease in storm water 26. Significant spills or discharges including sewage overflows	24. Suspended solids in storm water 25. Oil and grease in storm water 26. Significant spills or discharges including sewage overflows	24. Suspended solids in storm water 25. Oil and grease in storm water 26. Significant spills or discharges including sewage overflows	<20NTU 0.5 0-1 per year
Stormwater quality and quantity	27. Sites showing active erosion	0-5	27. Sites showing active erosion	27. Sites showing active erosion	27. Sites showing active erosion	0-5
Erosion and runoff	28. Water consumption 29. Electricity consumption	24.3.3-46.8 kl/d 72-85KWH	28. Water consumption 29. Electricity consumption	28. Water consumption 29. Electricity consumption	28. Water consumption 29. Electricity consumption	24.3.3-46.8 kl/d 72-85KWH
Resource use	30. Sewage output 31. Non-recyclable waste 32. Recyclable paper 33. Recyclable glass	2,187-4212 kl/quarter 53-80 m ³ month 40-60 m ³ month 28-42m ³ month	30. Sewage output 31. Non-recyclable waste 32. Recyclable paper 33. Recyclable glass	30. Sewage output 31. Non-recyclable waste 32. Recyclable paper 33. Recyclable glass	30. Sewage output 31. Non-recyclable waste 32. Recyclable paper 33. Recyclable glass	< 4212 kl/quarter <80m ³ month <60 m ³ month <42m ³ month
Waste generation	Specific indicators	Acceptable range	Specific indicators	Specific indicators	New Specific Indicator	New acceptable range
Cultural optimal conditions	Building condition	90-100% functioning 90-100% of all accommodation buildings 90-100% of all buildings containing asbestos	Smoke alarm functionality 34. Roof deterioration 35. Asbestos cement fretting	34. Smoke alarm functionality 35. Roof deterioration 36. Asbestos cement fretting	34. Smoke alarm functionality 35. Roof deterioration 36. Asbestos cement fretting	>90% functioning >90% of all buildings >90% of all buildings containing asbestos
Cultural heritage are maintained in good condition						

	<p>36. Sandstone pillars</p> <p>37. Brick mortar requiring re-pointing</p> <p>38. Moisture entry into internal buildings</p> <p>39. Functionality of doors and locks</p> <p>40. Window functionality</p> <p>41. Termite presence in timber buildings</p> <p>42. Dry rot in timber veranda posts, balustrades and decking</p> <p>43. Building exteriors showing loose or damaged sections</p> <p>44. Cracked or peeling painted wooden surfaces</p> <p>45. Interior and exterior rusting elements</p> <p>46. Incidents resulting in damage to historic heritage (accidental or malicious)</p> <p>47. Implementation of scheduled building-related Conservation Works Program (4 triggers / stages)</p>	<p>80-100% of all sandstone pillars</p> <p>95-100% of all buildings</p> <p>5-10%</p> <p>95-100% of all doors and locks</p> <p>95-100% of all windows</p> <p>80-90% of all buildings with wood</p> <p>80-100% of all buildings</p> <p>80-100% of all buildings</p> <p>95-100% of all buildings</p> <p>75-90%</p> <p>0-6 per year</p>	<p>37. Sandstone pillars</p> <p>38. Brick mortar requiring re-pointing</p> <p>39. Moisture entry into internal buildings</p> <p>40. Functionality of doors and locks</p> <p>41. Window functionality</p> <p>42. Termite presence in timber buildings</p> <p>43. Dry rot in timber veranda posts, balustrades and decking</p> <p>44. Building exteriors showing loose or damaged sections</p> <p>45. Cracked or peeling painted wooden surfaces</p> <p>46. Interior and exterior rusting elements</p> <p>47. Incidents resulting in damage to historic heritage (accidental or malicious)</p> <p>Implementation of scheduled building-related Conservation Works Program (4 triggers / stages)</p>	<p>>80% of all sandstone pillars</p> <p>>95% of all buildings</p> <p><10%</p> <p>>95% of all doors and locks</p> <p>>95% of all windows</p> <p>>80% of all buildings with wood</p> <p>>80% of all buildings</p> <p>>80% of all buildings</p> <p>>95% of all buildings</p> <p>>75%</p> <p>0-6 per year</p>
<p>Infrastructure condition</p>	<p>48. Building drains</p> <p>49. Stormwater drains</p> <p>50. Ground settlement underneath roads, paths and structures</p> <p>51. Concrete steps and pathways showing cracking or spalling</p> <p>52. Road surface and edges alongside historic drains and walls showing no damage</p>	<p>95-100%</p> <p>90-100%</p> <p>90-100%</p> <p>0-20%</p> <p>85-95%</p>	<p>48. Building drains</p> <p>49. Stormwater drains</p> <p>50. Ground settlement underneath roads, paths and structures</p> <p>51. Concrete steps and pathways showing cracking or spalling</p> <p>52. Road surface and edges alongside historic drains and walls showing no damage</p>	<p>>95%</p> <p>>100%</p> <p>>90%</p> <p><20%</p> <p>>85%</p>

	53. Wharf planking and steps firmly fastened and showing no signs of splits, holes or failure	95-100%	53. Wharf planking and steps firmly fastened and showing no signs of splits, holes or failure	>95%
Cultural landscape condition	54. Clearly differentiated cultural landscape representing the Aviation Phase 55. Fencing that remains structurally stable 56. Culturally planted trees (including coral trees) showing no signs of damage, disease or pests 57. Painted inscriptions showing colour over the majority of painted surface 58. Implementation of scheduled cultural landscape-related Conservation Works Program	60-80% match 95-100% 90-100% 80-90% Stage 1 in 1, 2 in 2, 3 in 3, 4 in 4.	54. Clearly differentiated cultural landscape representing the Aviation Phase 55. Fencing that remains structurally stable 56. Culturally planted trees (including coral trees) showing no signs of damage, disease or pests 57. Painted inscriptions showing colour over the majority of painted surface 58. Implementation of scheduled cultural landscape-related Conservation Works Program	>80% >95% >90% >80% Stage 1 in 1, 2 in 2, 3 in 3, 4 in 4.
Moveable heritage collection condition	Proportion of moveable heritage items that are allocated to high priority conservation treatment	5-10%	Proportion of moveable heritage items that are allocated to high priority conservation treatment	<10%
Aboriginal sites condition	59. Condition of midden in Wharf Precinct	Grass cover and no signs of active erosion	59. Condition of midden in Wharf Precinct	Grass cover and no signs of active erosion
Social optimal conditions	Headline indicators	Acceptable range	New Specific Indicator	New acceptable range
Visitor access	60. Visitors who arrive by Q-Station shuttle 61. Visitors who arrive by ferry 62. Visitors who arrive by private vehicles 63. Private vehicles entering core precinct 64. Visitors who enter site by private vehicle at sensitive traffic periods 65. Number of times overflow parking area used	40-50% From year 3 40-50% From year 3 50-60% 28000-30000 28-41 2-6	60. Visitors who arrive by Q-Station shuttle 61. Visitors who arrive by water shuttle 62. Visitors who arrive by private vehicles 63. Visitors who travel on the people mover 64. Private vehicles entering core precinct 65. Visitors who enter site by private vehicle at sensitive traffic periods 66. Number of times overflow parking area used	To be confirmed From year 3 40-50% From year 3 50-60% To be confirmed 28000-30000 28-41 2-6
Visitor numbers	66. Visitors on site at any one time	290-450	67. Visitors on site at any one time	290-450

	67. Visitors within Wharf Precinct at any one time (peak periods) 68. Non-guided day visitors outside Wharf Precinct 69. Participants on 40 Days tours 70. Participants on Defiance tours	93-250 10-30 Year 2 10000-15000 Year3-5 15000-30000 Year 3 10000-20000 Year4-5 20000-30000	68. Visitors within Wharf Precinct at any one time (peak periods) 69. Non-guided day visitors outside Wharf Precinct 70. Participants on 40 Days experience 71. Participants on Defiance experience	93-250 10-30 To be confirmed To be confirmed
Representation of leisure target market	71. Participants on all tours 72. Leisure market undertaking storytelling tours at any one time 73. Leisure market on 40 Days tour 74. Leisure market on Defiance tour 75. Leisure market staying in specific room types at any one time	27000-37000 45-75% 60-80% 50-70% Authentic with shared facilities 55-85% Other rooms with private bathrooms 60-90% 3 bedroom cottages with bathroom 70-90% Isolation ward suites with private bathrooms 73-93%	72. Number of students undertaking education programs 73. Participants on all interpretation experiences 74. Leisure target market undertaking interpretive experiences at any one time 75. Leisure target market on 40 Days 76. Leisure target market on Defiance 77. Leisure target market on the Family Ghosty	To be confirmed To be confirmed >45% >60% >50% >45%
Emotional responses of leisure target market	76. Leisure guests sensed feelings of isolation and serenity 77. Leisure market perception that crowding reduced satisfaction	60-80% 5-10%	78. Leisure guests sensed feelings of isolation and serenity 79. Leisure market perception that crowding reduced satisfaction	>60% <10%
Customers expectations are met				

	78. Leisure market that felt intended emotional response during Defiance tour 79. Leisure market that felt intended emotional response during 40 Days tour 80. Leisure market that felt intended emotional response during the Sixth Sense tour 81. Leisure market that have learnt something about a theme in 40 Days tour 82. Leisure market that have learnt something about a theme in Defiance tour	60-80% 60-80% 70-90% 60-80% 60-90%	80. Leisure market that felt intended emotional response during Defiance 81. Leisure market that felt intended emotional response during the 40 Days experience 82. Leisure market that felt intended emotional response during the Spirit Investigator 83. Leisure target market that believe that they have learnt something about one of the emphasised themes on the 40 Days experience. 84. Leisure target market that believe that they have learnt something about one of the emphasised themes on the Defiance experience.	>60% >60% >70% >60% >60%
Satisfaction of the target market	83. Leisure market that were very satisfied with 40 Days tour 84. Leisure market that were very satisfied with Defiance tour 85. Leisure market that were very satisfied with 6 th Sense tour 86. Leisure market who were very satisfied with their overnight stay	50-80% 60-90% 50-80% 50-80%	85. Leisure market that were satisfied or very satisfied with 40 Days 86. Leisure market that were satisfied or very satisfied with Defiance 87. Leisure market that were satisfied or very satisfied with Spirit Investigator 88. Leisure market who were satisfied or very satisfied with their overnight stay 89. Leisure market were satisfied or very satisfied with the boilerhouse restaurant service 90. Leisure market were satisfied or very satisfied with the boilerhouse restaurant food authenticity 91. Leisure market who were satisfied or very satisfied with the boilerhouse restaurant quality and presentation. 92. Conference delegates who were satisfied or very satisfied with the conference service 93. Conference delegates who were satisfied or very satisfied with the venue 94. Education market were satisfied or very satisfied with their experience	>50% >60% >50% >50% >50% >50% >50% >50% >50% >60%

	Local employment	Q-Station positions occupied by local population	40-70%	111. Q-Station positions occupied by local population	>40%
Economic optimal conditions	Headline indicators	Specific indicators	Acceptable range	New Specific Indicator	New acceptable range
The Q-Station business is financially viable.	Occupancy levels	100. Bed nights sold 101. Length of stay 102. Overall room occupancy level 103. Authentic refurbished room occupancy 104. Standard room occupancy 105. Superior room 106. Parlour room occupancy 107. Suite room occupancy 108. Cottage room occupancy 109. 40 Days tour occupancy 110. Defiance tour occupancy 111. Sixth Sense tour occupancy	32120-61028 1.5-3.5 60-80% 45-65% 50-65% 60-85% 70-90% 70-85% 70-90% 60-80% 70-85% 75-85%	112. Room nights sold 113. Length of stay 114. Overall room occupancy level 115. Street view shared bathroom occupancy 116. National park view shared bathroom occupancy 117. Street view personal deluxe room occupancy 118. Street view ensuite standard room occupancy 119. National Park ensuite standard room occupancy 120. Street view ensuite deluxe room occupancy 121. Nation park view ensuite deluxe room occupancy 122. Harbour view personal deluxe room occupancy 123. Harbour view ensuite standard room occupancy 124. Harbour view ensuite deluxe room occupancy 125. Cottages occupancy 126. 40 Days occupancy 127. Defiance occupancy 128. Spirit Investigator occupancy 129. Destination Spa occupancy 130. Conference Occupancy	To be confirmed >1.5 nights >60% >45% >45% >60% >70% >60% >70% >70% >45% >60% >45% >50% >50% >50% >50% >50% >50%

Repeat visitors	<p>112. Leisure market who have stayed overnight on repeat visit</p> <p>113. Leisure market who have repeated 40 Days tour</p> <p>114. Leisure market who have repeated Defiance tour</p>	<p>Years 3-4 0-10% Year 5+ 10-30%</p> <p>Years 3-4 0-10% Year 5+ 10-30%</p> <p>Years 3-4 0-10% Year 5+ 10-30%.</p>	<p>131. Leisure market who have stayed overnight on repeat visit</p> <p>132. Leisure market who have repeated 40 Days</p> <p>133. Leisure market who have repeated Defiance</p> <p>134. Education market who have returned for a repeat visit</p> <p>135. Conference market who have returned for a repeat visit</p> <p>136. Function target market who have returned for a repeat visit</p> <p>137. Destination Spa target market who have returned for a repeat visit</p>	<p>Years 3+ >10%</p> <p>Year 3+ >10%</p> <p>Year 3+ >10%</p> <p>Year 3+ >10%</p> <p>Year 3+ >10%</p> <p>Year 3+ >10%</p> <p>Year 3+ >10%</p>
Revenue	<p>115. Visitor Centre revenue</p> <p>116. Tours revenue</p> <p>117. Room revenue</p> <p>118. Conference, function & education revenue</p>	<p>Confidential to Mawland and the DECC.</p> <p>Confidential to Mawland and the DECC.</p> <p>Confidential to Mawland and the DECC.</p> <p>Confidential to Mawland and the DECC.</p>	<p>138. Visitor Centre revenue</p> <p>139. Visitor Services Experience revenue</p> <p>140. Education revenue</p> <p>141. Accommodation revenue</p> <p>142. Revenue per average standard working room</p> <p>143. Conference revenue</p> <p>144. Function revenue</p>	<p>Confidential to Mawland and the DECC.</p> <p>Confidential to Mawland and the DECC.</p> <p>Confidential to Mawland and the DECC.</p> <p>Confidential to Mawland and the DECC.</p> <p>Confidential to Mawland and the DECC.</p> <p>Confidential to Mawland and the DECC.</p> <p>Confidential to Mawland and the DECC.</p>

	119. Health Retreat revenue	Confidential to Mawland and the DECC.	145. Destination Spa revenue	Confidential to Mawland and the DECC.
	120. Food and beverage revenue	Confidential to Mawland and the DECC.	146. Rate of revenue per treatment room in Destination Spa	Confidential to Mawland and the DECC.
	121. Total revenue	Confidential to Mawland and the DECC.	147. Boilerhouse restaurant revenue	Confidential to Mawland and the DECC.
	122. Average room rate	Confidential to Mawland and the DECC.	148. Total revenue	Confidential to Mawland and the DECC.
Room rates	123. Average rate for refurbished rooms	Confidential to Mawland and the DECC.	149. Average room rate	Confidential to Mawland and the DECC.
	124. Average rate for authentic rooms	Confidential to Mawland and the DECC.	150. Average room rate- Street view shared bathroom	Confidential to Mawland and the DECC.
	125. Average rate for superior rooms	Confidential to Mawland and the DECC.	151. Average room rate- National park view shared bathroom	Confidential to Mawland and the DECC.
	126. Average rate for parlour rooms	Confidential to Mawland and the DECC.	152. Average room rate- Street view personal deluxe room	Confidential to Mawland and the DECC.
	127. Average rate for suites	Confidential to Mawland and the DECC.	153. Average room rate- Street view ensuite standard room	Confidential to Mawland and the DECC.
	128. Average rate for cottages	Confidential to Mawland and the DECC.	154. Average room rate- National Park ensuite standard room	Confidential to Mawland and the DECC.
			155. Average room rate- Street view ensuite deluxe room	Confidential to Mawland and the DECC.
			156. Average room rate- Nation park view ensuite deluxe room	Confidential to Mawland and the DECC.

			<p>157. Average room rate- Harbour view personal deluxe room y</p> <p>158. Average room rate- Harbour view ensuite standard room</p> <p>159. Average room rate- Harbour view ensuite deluxe room</p> <p>160. Average room rate- Cottages</p>	Confidential to Mawland and the DECC. Confidential to Mawland and the DECC. Confidential to Mawland and the DECC. Confidential to Mawland and the DECC.
Yield	<p>129. Food & beverage customer spend</p> <p>130. Tour customer spend</p> <p>131. Rate of revenue per treatment room in Health Retreat</p> <p>132. Spend per guest</p>	<p>Confidential to Mawland and the DECC.</p> <p>Confidential to Mawland and the DECC.</p> <p>Confidential to Mawland and the DECC.</p> <p>Confidential to Mawland and the DECC.</p>	<p>161. Average spend per customer at the Boilerhouse restaurant</p> <p>162. Average spend per customer at the Visitor Centre</p> <p>163. Average spend per interpretive experience customer</p> <p>164. Average spend per education program participant</p> <p>165. Average spend per per treatment room in Health Retreat</p> <p>166. Average spend per conference delegate</p> <p>167. Average spend per function participant</p> <p>168. Average spend per accommodation guest</p>	Confidential to Mawland and the DECC. Confidential to Mawland and the DECC. Confidential to Mawland and the DECC. Confidential to Mawland and the DECC. Confidential to Mawland and the DECC. Confidential to Mawland and the DECC. Confidential to Mawland and the DECC. Confidential to Mawland and the DECC.

	Profitability	133. Proportion of revenue to operating expenses 134. Net Operating Profit	Confidential to Mawland and the DECC. Confidential to Mawland and the DECC.	169. Proportion of revenue to operating expenses 170. Net Operating Profit	Confidential to Mawland and the DECC. Confidential to Mawland and the DECC.
	Staff retention	135. Average length of employment 136. Staff OH&S incidents	2-5 years 36-43 year	171. Average length of employment 172. Staff OH&S incidents	2-5 years 36-43 year
Business partnerships are mutually beneficial	DEC Quarantine Station partnership	137. Rental allocation to DEC from year 3 onwards 138. Environmental incidents 139. Lease breach notifications	Confidential to Mawland and the DECC. 0-5 year 0-3 year	173. Rental allocation to DEC from year 3 onwards 174. Environmental incidents 175. Lease breach notifications	Confidential to Mawland and the DECC. 0-5 year 0-3 year