

**Monitoring Report**

**North Head Quarantine Station**

**January –December 2019**



Mawland Quarantine Station  
Building S7 QStation  
North Head Scenic Drive Manly

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## **EXECUTIVE SUMMARY OF MONITORING RESULTS AND RECOMMENDATIONS**

This report summarises the health of the site known as the former North Head Quarantine Station, its tourism activities and business over the period January -December 2019

In 2018 an extensive Environmental Audit of the site was undertaken and can be accessed at <https://www.environment.nsw.gov.au/-/media/OEH/Corporate-Site/Documents/Parks-reserves-and-protected-areas/Parks-management-other/compliance-audit-report-quarantine-station-north-head.pdf>

The contents of this document are based on four major indicators being Environmental, Cultural, Social and Economic.

For the future Mawland has recommended to DPIE that the provisions of the Lease and Conditions of Approval relating to the Annual Sustainability Report and Environmental Monitoring be dealt with in a simpler document.

Negotiations continue between NPWS and Mawland as to cooperation between the Co-proponents as to infra structure renewal and replacement.

### **Overall performance**

During this period there were excellent performances in achieving environmental, cultural and social sustainability, but Mawland remains concerned as to the economic performance sustainability of the site. Anecdotally Mawland believes that this could be due to matters highlighted in the previous IMAMS reports and this report.

The overall sustainability index was 0.97 out of 1. Poor performing headline indicators driving the poorer indices were;

- Cultural Landscape condition
- Occupancy levels and Profitability

### **Reasons for Economic performance**

The economic performance of QStation during this reporting period has still not reached that of comparable properties in the market segment. Notwithstanding this Mawland notes that the systems which have been installed as part of the ACCOR Management Programme have continued to assist in more efficient financial management and better returns going forward are expected.

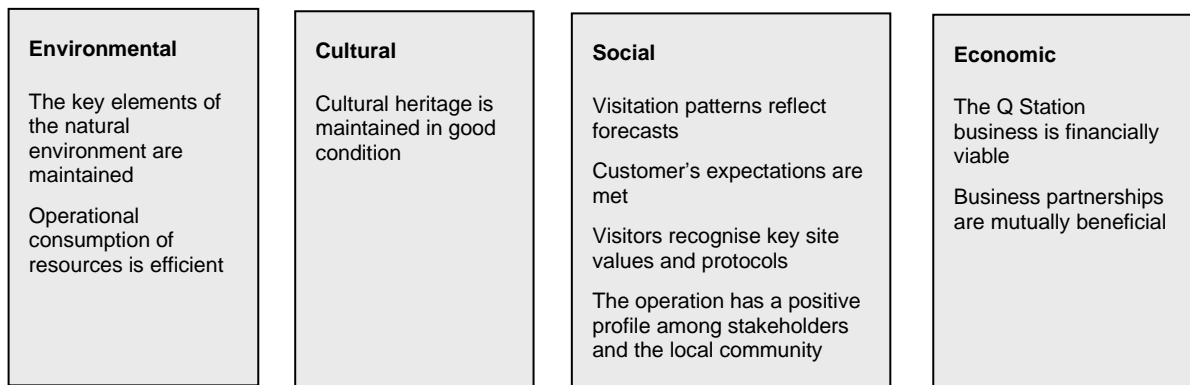
Mawland still has major concerns that the extensive and complex environmental compliance has soaked up significant management expertise that would normally be focussed on further business stimulus and cost management. Time taken by the senior management team as well as the Directors in meeting NPWS administrative obligations is both costly and time consuming and requires refinement in the future. Our concerns have been forwarded to the DPIE with changes suggested to the conditions.

# REPORT

## 1.0 Introduction

This Report is generated by an Integrated Monitoring and Adaptive Management System (IMAMS) which monitors the sustainability of tourism activity across the environmental, cultural, social and economic dimensions. If the integrated following 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 if necessary introduces changes to management practices to bring it closer. Monitoring is performed by the individual departments of Mawland and the NPWS Environmental Manager.

Key Indicators:



## 2. INTEGRATED MONITORING SYSTEM (IMAMS)



## 3. ADAPTIVE MANAGEMENT SYSTEM (AS REQUIRED)

This report has been prepared to meet the requirements of Conditions of Approval 216-225 and has been prepared for feedback by the DPIE and the Quarantine Station Community Committee (QSCC).

## 1.1 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 one, the equivalent of 100%. In this report a tick indicates compliance.

Figure 1.2 shows that there were excellent performances in all headline indices.

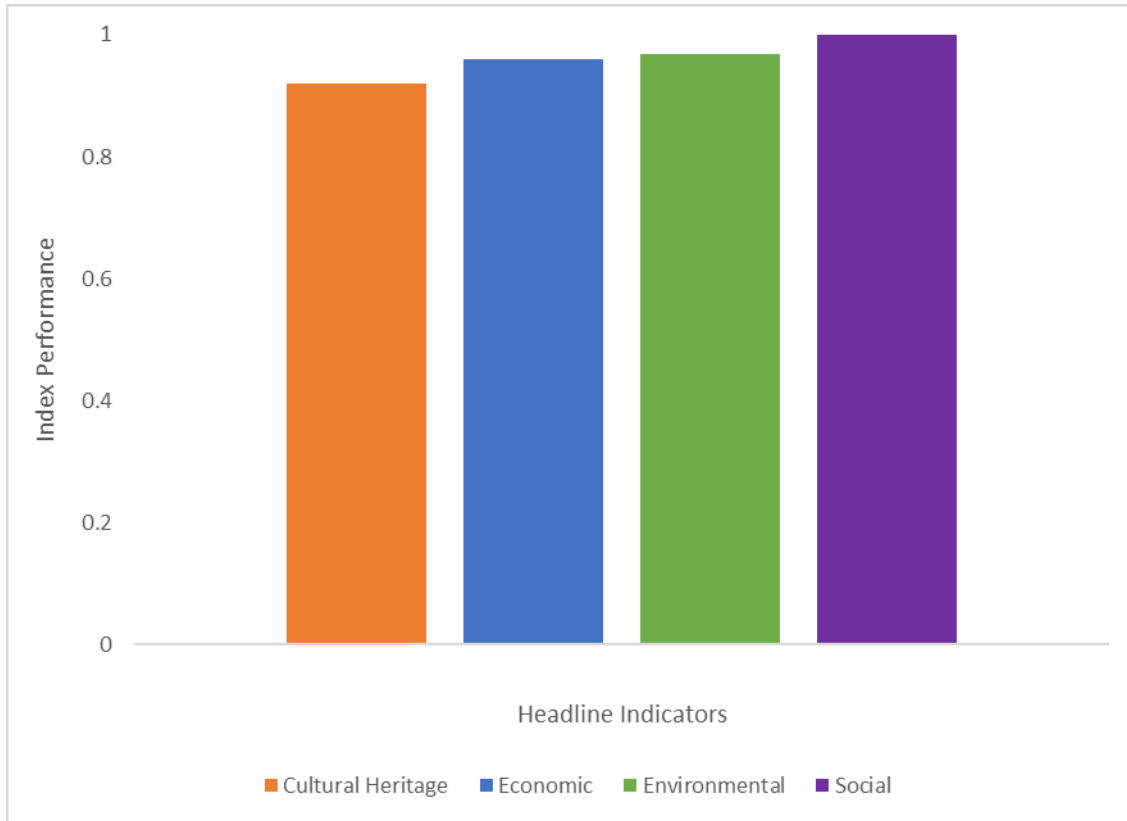


Figure 1.2 Sustainability Index

## 2.0 Indicator Performance

Table 2.1 presents the performance of the headline indicators that created each Sustainability Index.

**Table 2.1 – Headline indicator performance and subsequent overall Sustainability Index for performance for January to December 2019**

Sustainability indices	Jan - Dec 2019
Environmental index	1.0
Cultural Heritage Index	0.92
Social Conditions	1.0
Economic Index	0.96

**Table 2.2 – Indicator performance for January to December 2019**

<b>Cultural Heritage</b>	<b>0.92</b>
Aboriginal sites condition	1
Building condition	1
Cultural landscape condition	0.5
Infrastructure condition	1
Moveable heritage collection condition	1
<b>Economic</b>	<b>0.960784</b>
Customer database	1
Customer feedback systems	1
DEC Quarantine Station partnership	1
Marketing performance	1
Occupancy levels	0.9
Profitability	0.857143
Rate	1
Repeat visitors	1
Staff retention	1
Yield	1
<b>Environmental</b>	<b>1.0</b>
Erosion and runoff	1
Fauna impacts	1
Light impacts	1
Little Penguin population health	1
Long-nosed Bandicoot population health	1
Native vegetation health	1
Noise impacts	1
Predators and pests	1
Resource use	1
Seagrass health	1
Stormwater quality and quantity	1
Waste generation	1
<b>Social</b>	<b>1</b>
Customer complaints	1

Local employment	1
Media	1
Minimal Impact Code	1
Partnerships	1
Public complaints	1
Public perceptions	1
Representation of leisure target market	1
Research opportunities	1
Satisfaction of the target market	1
Staff and contractor training	1
Visitor access	1
Visitor numbers	1

## 2019 Where Indicator Performance is Outside of Acceptable Range

### Mawland and DPIE Comments

This section analyses the specific indicators that performed outside of their acceptable range. There is an individual table for each indicator, which provides the result against the acceptable range and whether the result is directly related to QStation tourism operation (DR), not related to same(NR) or if uncertain (UC).

#### CULTURAL INDICATORS

Headline Indicator	Cultural Landscape Condition				
Specific Indicator	Acceptable range	Result	DR	NR	UC
54. Clearly differentiated cultural landscape representing the Aviation Phase	>80% of landscape area	Not achieved		✓	
Comment			Adaptive Management Response		
The aviation phase cannot be represented in the future due to regrowth of ESB in some areas.			See previous reports- educative interpretation of guests increased		
Headline Indicator	Cultural Landscape Condition				
Specific Indicator	Acceptable range	Result	DR	NR	UC
57. Painted inscriptions showing colour over the majority of painted surface	>80% of painted inscriptions	Achieved but faint		✓	
Comment			Adaptive Management Response		
The inscriptions last received conservation in 2007-2008. Ongoing research and investigation by archaeologists, historians and geologists is part of ARC Project 2013-15.			Potential repainting of 9% of suite inscriptions, subject to receipt of Heritage approval and professor/ student availability		

#### ECONOMIC INDICATORS

Headline Indicator	Occupancy Levels				
Specific Indicator	Acceptable range	Result	DR	NR	UC
111. Comparative occupancy to relevant NSW properties	Confidential to MQS and the DPIE	Improving	✓		



Comment			Adaptive Management Response		
We are slightly behind but monitor reasons and are attempting to address these in marketing			Continue Monitoring of customer comments and in particular of the reasons given for conferences tendered for, which occur elsewhere		
Headline Indicator			Yield		
Specific Indicator	Acceptable range	Result	DR	NR	UC
139. Average spend per conference & function customer	Confidential to MQS and the DPIE	Improving	✓		
Comment			Adaptive Management Response		
Steady from previous year			Upgrade products and packages by adding new add-ons eg bonding and art activities, whale watching and indigenous tour availability.		
Headline Indicator	Profitability				
Specific Indicator	Acceptable range	Result	DR	NR	UC
140. Overall Food costs	Confidential to MQS and the DPIE	Improving	✓		
Comment			Adaptive Management Response		
Food costs are under control			Continued work on cutting waste and local product use		
Headline Indicator	Profitability				
Specific Indicator	Acceptable range	Result	DR	NR	UC
142. Overall labour costs	Confidential to MQS and the DPIE	Improving			
Comment			Adaptive Management Response		
Transport costs still a concern affecting profitability			Continued attempts to encourage guests yo rely less on shuttle buses on site		

END OF SUMMARY

**ENVIRONMENTAL INDICATORS**

Headline Indicators	Summary of Specific Indicator	Acceptable range	Performance	Comments
Long-nosed Bandicoot population health	1. Long-nosed Bandicoot abundance		✓	
	3. Adult long-nosed bandicoot deaths attributable to vehicles (5 triggers)	Trigger 1 is traffic based  Trigger 2: 2 adult mortalities above background levels for a 6-month period	Jan-June ✓ July-Dec ✓	Mawland notes that ultimately any bandicoot mortalities in areas outside of the Lease boundary (such as Darley Road) are ultimately outside of the control of Mawland. This issue is part of a suite of modifications to the Conditions of Approval which are currently under negotiation between Mawland/QSC C and NPWS-
		Trigger 3: 4 adult mortalities above background levels (2 in first 6 months and 2 in the second).		
		Trigger 4: 6 adult mortalities above background levels, 2 in first 6 months, 2 in the second & 2 in third)		
		Trigger 5: 10 or more adult mortalities in any '1 month or 15 or more in any consecutive 3-month period (above background levels)		

Fauna impacts	4. Fauna deaths attributable to vehicles	0-12 deaths per year	✓	
	5. Animals moved from work sites	0-20 animals moved per year	✓	
	6. Inadvertent impacts to flora and fauna from construction activity	0-6 impacts per year	✓	
Little Penguin population health	7. Active Little Penguin breeding burrows (2 triggers)	>6 active burrows	✓	In 2019 the Quarantine site recorded 7 active burrows as part of the Manly Little Penguin Recovery Program
Seagrass health	8. Seagrass patchiness off Quarantine Wharf	25-45% cover	✓	
Predators and pests	9. Number of foxes and cats	0-1 fox, 0-1 cats Jan-Mar	✓	1 cat and 1 fox detected within the lease area. The result is within the acceptable range.
		Apr -June	✓	
		Jul-Sept	✓	
Oct -Dec		✓		
10. Number of rabbits	0-26 individuals Jan-March	✓	Mawland remains concerned about the number of rabbits on site.	
	Apr -June	✓		
11. Number of black rats	July – Sept	✓		
	Oct -Dec	✓		
Native vegetation health	12. Number of Sunshine Wattle	>12 individuals	✓	
	13. Number of Camfield's Stringybark	>1 individual	✓	
	14. ESBS regeneration	>600m <sup>2</sup>	✓	
	15. Fuel load in bushland	<15 tons per hectare	✓	
	16. Flora displaying dieback	0-10% variation of existing level (2006)	✓	No significant dieback recorded

				around car park 1 or 5.
	17. Weed coverage	0-25% variation	✓	MQS to monitor. Q Station Gardening Contractors are continually undertaking vegetation/bushland maintenance in accordance with the Bushland Maintenance Plan.
Noise impacts	18. Construction noise	0-45dB(A)	NA	
	19. Traffic noise	0-62 dB(A) (7am-10pm) 0-57 dB(A) (10pm- 7am)	✓	
	20. Operations noise outside site	0-50dB(A)	✓	
	21. Operations noise inside site	0-45 dB(A)	✓	
	22. Amplified indoor music or noise levels	0-50 dB(A)	✓	
Light impacts	23. Light spill on Quarantine Beach	<0.1 lux	✓	
	24. Light spill in Bandicoot habitat	<0.1 lux	✓	
Stormwater quality and quantity	25. Suspended solids in storm water	<20NTU	✓	
	26. Sites with oil or grease in storm water	<5% of sites	✓	
	27. Significant spills or discharges including sewage overflows	0-1 spill per year	✓	
Erosion and runoff	28. Sites showing active erosion	0-5 sites	✓	
Resource use	29. Water consumption	24.3.3-46.8 kl/d	✓	
	30. Electricity consumption	72-85KWH (per month)	✓	
Waste generation	31. Sewage output	< 4212 kl/quarter	✓	
	32. Non-recyclable waste	<80m3 per month	✓	

33. Recyclable paper	<60 m <sup>3</sup> month	✓	
34. Recyclable glass	<42m <sup>3</sup> month	✓	

## CULTURAL HERITAGE

Headline indicators	Specific Indicator	Acceptable range	Performance	Comment
Building condition	35. Smoke alarm functionality	>90% alarms functioning	✓	
	36. Roof deterioration	>90% of all buildings in good condition	✓	
	37. Asbestos cement fretting	>90% of all buildings containing asbestos without fretting	✓	
	38. Sandstone pillars	>80% of all sandstone pillars in good condition	✓	
	39. Brick mortar requiring re-pointing	>95% of all buildings not requiring repointing	✓	
	40. Moisture entry into internal buildings	<10% buildings with leaks	✓	
	41. Functionality of doors and locks	>95% of all doors and locks functioning	✓	
	42. Window functionality	>95% of all windows functioning	✓	
	43. Termite presence in timber buildings	>80% of all buildings with wood without termites	✓	
	44. Dry rot in timber veranda posts, balustrades and decking	>80% of all buildings without dry rot	✓	
	45. Building exteriors showing loose or damaged sections	>80% of all buildings without loose or damaged sections	✓	
	46. Cracked or peeling painted wooden surfaces	>95% of all buildings without cracked or peeling paint	✓	
	47. Interior and exterior rusting elements	>75% of elements without active rust	✓	
	48. Incidents resulting in damage to historic heritage (accidental or malicious)	0-6 incidents per year	✓	
Infrastructure condition	49. Building drains	>95% drains fully functioning	✓	
	50. Stormwater drains	>95% drains	✓	
	51. Concrete steps and pathways showing cracking or spalling	<20% without spalling or cracking	✓	
	52. Road surface and edges alongside historic drains and	>85% showing no damage	✓	

	walls showing no damage			
	53. Wharf planking and steps firmly fastened and showing no signs of splits, holes or failure	>95% of wharf area	✓	
Cultural landscape condition	54. Clearly differentiated cultural landscape representing the Aviation Phase	>80% of landscape area	X Not applicable	The aviation phase cannot be represented in the future due to regrowth of ESB in some areas. This was addressed in the last Audit. Mawland does not consider this to be non-compliance
	55. Fencing that remains structurally stable	>95% of fences	✓	
	56. Culturally planted trees (including coral trees) showing no signs of damage, disease or pests	>90% of cultural planted trees	✓	One coral tree in wharf area fell during this period. Ongoing discussions re replacement options
	57. Painted inscriptions showing colour over the majority of painted surface	>80% of painted inscriptions	x	The inscriptions I received conservation in 2007-2008. Ongoing research and investigation by archaeologists, historians and geologists was part of ARC Project 2013-15  Ongoing discussions with Heritage about approval pathway for approval to repaint
Moveable heritage collection condition	58. Proportion of moveable heritage items that are allocated to high priority conservation treatment	<10% of moveable heritage items	✓	
Aboriginal sites condition	59. Grass cover and absence of active erosion of midden in Wharf Precinct	<10% of midden area	✓	

**SOCIAL /VISITATION / COMMUNITY INVOLVEMENT**

Headline indicators	Specific Indicator	Acceptable range	Performance	Comment
Visitor access	60. Visitors who arrive by Manly Q-Station shuttle bus	Tentatively 2-5%	✓	
	61. Visitors who arrive by water transport	From year 3, 40-50%	✓	In 2019 the EcoHopper stopped at QStation 8x per day in peak season and usage is being monitored. Public take up was favourable
	62. Visitors who arrive by private vehicle	From year 3, 50-60% From Year 5 <50%	✓	
	63. Private vehicles entering core precinct	28,000-30,000 vehicles per annum	✓	Note significant reduction in vehicle usage in site due to relocation of Reception in 2013
	64. Visitors who enter site by private vehicle at sensitive traffic periods	28-41 vehicles between 830pm-midnight per night	✓	Note significant reduction in vehicle usage in site due to relocation of Reception in 2013
	65. Number of times overflow parking area used	2-6 times per annum	✓	
Visitor numbers	66. Visitors on site at any one time	<450 people	✓	
	67. Visitors within Wharf Precinct at any one time (peak periods)	<250 people	✓	
	68. Participants on tours	200-500 participants per week	✓	
	69. Number of students undertaking education programs	>100 students per month	✓	
	70. Number of visitors to the visitor centre	400-600 people per week	✓	
Representation of leisure target market	71. Leisure target market undertaking interactive tours at any one time	>45% of customers	✓	
	72. Leisure target market staying overnight	>60% of customers	✓	This is increasing but



Headline indicators	Specific Indicator	Acceptable range	Performance	Comment
				we are still not achieving leisure 60%+except for weekends.
	73. Leisure market on Adult Ghost Tour that perceived crowding reduced satisfaction	<10% of customers	✓	Note that tours are being regularly re-named, reconfigured and refreshed to meet customer expectation and provide better product, which promotes return visit
	74. Leisure market that felt intended emotional response during the Spirit Investigator	>70% of customers	✓	Note tour renamed to Extreme Ghost
	75. Leisure target markets that believe that they have learnt something about one of the emphasised themes on the Interpretive tour experience.	>60% of customers	✓	
Satisfaction of the target market	76. Leisure market that were satisfied or very satisfied with Interpretive Tour Experience	>50% of customers	✓	Note that some tours are being re-named, reconfigured and refreshed to meet customer expectation and provide better product, which promotes return visit.
	77. Leisure market that were satisfied or very satisfied with Defiance	>60% of customers	n/a	No longer relevant
	78. Leisure market that were satisfied or very satisfied with Spirit Investigator	>50% of customers	✓	
	79. Leisure market who were satisfied or very satisfied with their overnight stay	>50% of customers	✓	
	80. Leisure market were satisfied or very satisfied with the Boilerhouse restaurant	>50% of customers	✓	

Headline indicators	Specific Indicator	Acceptable range	Performance	Comment
	service			
	81. Leisure market who were satisfied or very satisfied with the Boilerhouse restaurant food quality	>50% of customers	✓	
	82. Conference organisers who were very satisfied with the conference service	>50% of customers	✓	
	83. Conference delegates who were very satisfied with the venue	>50% of customers	✓	
	84. Education market were very satisfied with their experience	>60% of customers	✓	
	85. Education market who believed that the program met their curriculum requirements	>60% of customers	✓	
Customer complaints	86. Customer complaints about operational issues	<11 per annum	✓	
Minimal Impact Code	87. Visitors aware of Minimal Impact Code	>50% of customers	✓	
Staff and contractor training	88. Operations staff recorded as being induction trained	>90% of staff currently employed	✓	
	89. Construction contractors recorded as being induction trained	>90% of contractors	✓	
Public perceptions	90. Visitors who believe the Quarantine Station is being adequately conserved	20-50% year 1-3 50-80% year 4+	✓	
	91. Visitors who believe there is adequate public access to the Quarantine Station	20-50% year 1-3 50-80% year 4-5	✓	
	92. Visitors aware that DPIE are present on-site	20-50% year 1-3 50-70% year 4-5	✓	
	93. Visitors aware the ongoing on-site role of the DPIE	20-40% year 1-3 40-60% year 4-5	✓	
	94. Visitors who recognise QS as part of Sydney Harbour National Park	20-50% year 1-3 50-70% year 4-5	✓	
Media	95. Proportion of visitors and guests who heard about Q Station through a media article	>10% of visitors and guests	✓	

Headline indicators	Specific Indicator	Acceptable range	Performance	Comment
	96. News stories about Quarantine Station	>5 stories per month	✓	
Partnerships	97. Partnerships and initiatives involving stakeholder groups	3 to 6 partnerships per annum	✓	including Stakeholders' Meetings/ National Parks Foundation/ Manly Art Gallery/Bear Cottage/Local Public and Private Schools and the Police /National Landscapes Committee/ TTF-Adaptive Reuse Enquiry/
	98. Occupancy of Quarantine Station Community Committee at meetings	>70% per annum	Jan-June ✓ July-Dec ✓	
Research opportunities	99. Proportion of enquiries for access to the moveable heritage and resource collection that were serviced	>90% per annum	✓	
Public complaints	100. Complaints from the general public or stakeholders	12 or less per annum	✓	
Local employment	101. Q Station positions occupied by local population	>40% of positions at any one time	✓	

## ECONOMIC-

See comments above about the economic sustainability of the business. The following matters are subject to constant operational review and are largely commercial in confidence.

Headline economic indicator	Specific economic indicator	Acceptable range	Performance	Comments
Customer feedback systems	102. Proportion of completed accommodation feedback forms to number of customers	Confidential to MQS and the DPIE	✓	Feedback is now provided on line through ACCOR "Trust You" System which ensures that monitoring forms are sent to every registered/booked patron.
	103. Proportion of completed Boilerhouse Restaurant feedback forms to number of customers	Confidential to MQS and the DPIE	✓	In aggregate. Feedback is now provided on line through ACCOR "Trust You" System which ensures that monitoring forms are sent to every registered/booked patron
	104. Proportion of completed conference feedback forms to number of customers	Confidential to MQS and the DPIE	✓	Feedback is now provided on line through ACCOR "Trust You" System which ensures that monitoring forms are sent to every registered/booked patron . Conference organisers are debriefed for input after every conference.
	105. Proportion of completed tour feedback forms to number of customers	Confidential to MQS and the DPIE	✓	Feedback is now provided on line through ACCOR "Trust You" System which ensures that monitoring forms are sent to every registered/booked patron
Marketing performance	106. Business conversion from database mailouts	Confidential to MQS and the DPIE	✓	Solid performance in this area
Customer database	107. Converted leads supplied by conference marketing contractor	Confidential to MQS and the DPIE	✓	
Occupancy levels	108. Room nights sold	Confidential to MQS and the DPIE	✓	Rooms are increasing in occupancy levels.

Headline economic indicator	Specific economic indicator	Acceptable range	Performance	Comments
	109. Length of stay	Confidential to MQS and the DPIE	✓	
	110. Overall room occupancy level	Confidential to MQS and the DPIE	✓	Requires ongoing marketing and price.
	111. Comparative occupancy to relevant NSW properties	Confidential to MQS and the DPIE	X	We are slightly behind
	112. Shared bathroom room occupancy	Confidential to MQS and the DPIE	✓	Cannot sell unless personalised- in Modification Application
	113. Personal bathroom Occupancy	Confidential to MQS and the DPIE	✓	Still difficult but OK for some conference market.
	114. Ensuite Bathroom occupancy	Confidential to MQS and the DPIE	✓	
	115. Cottages occupancy	Confidential to MQS and the DPIE	✓	
	116. Ghost Tour occupancy	Confidential to MQS and the DPIE	✓	
	117. Conference Occupancy	Confidential to MQS and the DPIE	✓	
Repeat visitors	118. Leisure market guests on repeat visit	Confidential to MQS and the DPIE	✓	Increasing especially local market
	119. Leisure market tour customers on repeat visit	Confidential to MQS and the DPIE	✓	Increasing
	120. Education market on repeat visit	Confidential to MQS and the DPIE	✓	Ongoing marketing
	121. Conference market who have returned for a repeat visit	Confidential to MQS and the DPIE	✓	Ongoing marketing
Revenue	122. Visitor Centre revenue	Confidential to MQS and the DPIE	✓	
	123. Tours revenue	Confidential to MQS and the DPIE	✓	
	124. Education revenue	Confidential to MQS and the DPIE	✓	
	125. Accommodation revenue	Confidential to MQS and the DPIE	✓	
	126. Revenue per available room (REVPAR)	Confidential to MQS and the DPIE	✓	Improving
	127. Comparative REVPAR to relevant properties in NSW	Confidential to MQS and the DPIE	✓	Improving but dominance of cruising market is

Headline economic indicator	Specific economic indicator	Acceptable range	Performance	Comments
				of interest
	128. Conference & function revenue	Confidential to MQS and the DPIE	✓	
	129. Boilerhouse restaurant revenue	Confidential to MQS and the DPIE	✓	
	130. Total revenue	Confidential to MQS and the DPIE	✓	Commercial in confidence but improving
	131. Proportion of Visitor Centres customers that made a purchase	Confidential to MQS and the DPIE	✓	
Rate	132. Average room rate	Confidential to MQS and the DPIE	✓	
	133. Comparative ARR to relevant NSW properties	Confidential to MQS and the DPIE	✓	
	134. Average room rate-Cottages	Confidential to MQS and the DPIE	✓	
Yield	135. Average spend per cover at the Boilerhouse restaurant	Confidential to MQS and the DPIE	✓	
	136. Average spend per Visitor Centre customer	Confidential to MQS and the DPIE	✓	
	137. Average spend per interactive tour customer	Confidential to MQS and the DPIE	✓	
	138. Average spend per education program participant	Confidential to MQS and the DPIE	✓	Market showing need to reduce prices due to demand from schools for budget product
	139. Average spend per conference & function customer	Confidential to MQS and the DPIE	✓	
Profitability	140. Overall Food costs	Confidential to MQS and the DPIE	✓	
	141. Overall beverage costs	Confidential to MQS and the DPIE	✓	
	142. Overall labour costs	Confidential to MQS and the DPIE	✗	Transport costs still a concern affecting profitability
	143. Overall other expenses	Confidential to MQS and the DPIE	✓	Contained due to diligence of financial overview
	144. Open accounts as a percentage of revenue	Confidential to MQS and the DPIE	✓	

Headline economic indicator	Specific economic indicator	Acceptable range	Performance	Comments
	145. Proportion of revenue to operating expenses	Confidential to MQS and the DPIE	✓	
	146. Net Operating Profit	Confidential to MQS and the DPIE	✓	Improving but not yet to peak
Staff retention	147. Employee turnover	Confidential to MQS and the DPIE	✓	
	148. Proportion of casual to permanent employees	Confidential to MQS and the DPIE	✓	
	149. Staff OH&S incidents	Confidential to MQS and the DPIE	✓	
DEC Quarantine Station partnership	150. Rental allocation to DPIE from year 3 onwards	Confidential to MQS and the DPIE	✓	Confidential to MQS and the DPIE and the subject of current negotiations
	151. Environmental incidents	0-5 incidents per year	✓	
	152. Lease breach notifications	0-3 notifications per year	✓	NIL received