



Sustainability Report 2019

Commentary on conservation and adaptive re-use of the Quarantine Station



Mawland Quarantine Station

Building S7, QStation

North Head Scenic Drive

North Head

www.qstation.com.au

Department of Planning, Industry and Environment

NSW National Parks Wildlife Service

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STATEMENT BY MAWLAND QUARANTINE STATION PTY LIMITED

Statement by Maxwell Player 2019

Mawland is proud to present the 2019 Sustainability Report which reflects the ongoing monitoring of some 150 indicators across the cultural, environmental, social and economic aspects of the site and the activities of QStation. We note that as 2018 was the year in which an Environmental Audit of the site was undertaken that a Sustainability Report was not required to be prepared for 2018. On 25 May 2018 a suite of Modifications to the original Conditions of Approval was approved by the Minister.

Improvements are being made in all aspects of the monitoring

Further developments of our markets, especially the leisure market will be required to ensure this continues.

Mawland Group has completed work on all operational buildings on site and continues to conduct extensive conservation, maintenance and interpretive works. Major upgrades and work continue on infrastructure such as roadways, sewer, signage and electricity supply. Mawland constantly concentrates on improving our environmental footprint and have revised our maintenance, cleaning, transport and acquisitions policies to ensure all aspects of our operations on the site offer the best environmental outcomes for the Park.

In 2019 Mawland completed the long awaited and fully approved Buildings P21 and P23, which were anticipated in the original Conditions of Approval.

Mawland is proud to announce that in 2019 we were **awarded:**

- Meeting & Events Australia – National Winner – Unique Event Venue with Accommodation
- Meetings & Events Australia – State Winner – Special Event of the Year
- Tourism NSW – Silver – Unique Accommodation
- Tourism NSW – Highly Commended – Cultural Tourism
- Tourism Accommodation Australia (TAA) – Finalist – Conference & Events Venue of the Year
- Australian Good Food Guide (AGFG) – 1 hat for Boilerhouse Restaurant

Mawland has again been largely unsuccessful in 2019 in making application for State and Federal Grants for site works. We surmise that the reason for this is the tightening of Conditions Precedent for most permitted applications for such grants- most being limited to not for profit groups and societies.

Conservation continues on the moveable heritage collection and our curator is concentrating on cleaning, refreshing of display and interpretational signage of our collection. Lady Jean Foley's new book *Healing and Burials at Sydney's North Head* was published in late 2018 with the assistance of our curatorial and tour staff, and this will become a valuable new tool in the revamping of our tour products in 2020.

Operations were focussed on increasing revenue and improving the guest experience to ensure that Q Station builds up a solid operating and revenue base.

There were disappointing attendance rates at all Open Community Days, which we believe is due to the public now being fully aware that the site is available for public access at all times and accordingly they do not need to wait for an Open Day to visit the site. Mawland remains active in the local and wider community, participating in the Manly Chamber of Commerce, North Head Stakeholders Group, Manly Council Sustainable Tourism Committee, Manly Food and Wine Festival, Manly Jazz Festival, Fund Raising for Bear Cottage, The Rainbow Club, Oxfam, local charities, schools and sporting clubs.

In late 2019 we actively participated in food and toiletry drives for bushfire victims and firefighters, and have pledged a significant number of free room nights in 2020 to firefighters and those who have lost their homes in the 2019-20 fires.

In 2019 we also commenced significant discounting of our educational tour products to schools from Western Sydney and Regional NSW, supported by local member James Griffin.

QStation remains committed to continued support of the NGO not for profit Sala Bai Hotel School in Siem Reap Cambodia.

Monitoring of bandicoots, seagrass and vermin was continued throughout the year and is detailed in the 2019 IMAMS Reports and Quarterly Monitoring Data prepared by NPWS. Young stingrays have visited the site in abundance in 2019. The huge storm in November 2019 caused the loss of one of the largest historic coral trees on site and NPWS and Mawland will work towards an appropriate replacement when water restrictions are lifted.

ACCOR Hotels operates the hotel on the site by franchise in accordance with their exacting international standards. This appointment is purely operational and requires strict adherence to the terms of the Lease. Mawland remains the key stakeholder and point of contact for the purposes of lease compliance and governance, heritage and cultural maintenance and financial arrangements with The Office of Environment and Heritage.

Mawland is proud to be associated with this wonderful site and has integrated environmental management and sustainable management practices into operation of a successful hotel. We are proud that the success of the site is bringing local and international awareness of this iconic Sydney site and allows the hopes and dreams of those who passed through it to be remembered.

Max Player (Director)

QStation is a unique property enriched with Australian history and we take immense pride in managing such a site. Mawland Group is to be congratulated for its passion and emotional commitment to this site,

Alison Langley

General Manager

Q Station Sydney Harbour National Park Manly

STATEMENT FROM THE DEPARTMENT OF PLANNING, INDUSTRY AND ENVIRONMENT

Statement by Deon van Rensburg

The Quarantine Station Annual Sustainability Report summarises the operational performance of the North Head Quarantine Station conservation and adaptive reuse project, which is being undertaken within Sydney Harbour National Park.

Implementation of the project continued throughout 2019 with notable achievements including:

- Sign off of the rebuilding of Buildings P21 and P23, which were anticipated in the original Conditions of Approval.
- Ongoing implementation of monitoring programs for little penguin and long-nosed bandicoot threatened populations.
- Hosting community open days throughout the year.
- Sustainability monitoring and reporting on a diverse range of conservation and tourism indices.

Activities at the Quarantine Station have evolved from the construction phase into the operational phase. This creates new challenges and opportunities for the Department of Planning Industry and Environment (DPIE) and Mawlands Quarantine Station (MQS) as we continue to work together to design and deliver unique tourism experiences, address ongoing planning approval obligations associated with cultural heritage and environmental sustainability as well as meet community expectations in 2020.

Deon van Rensburg

Director Greater Sydney Branch
Park Operations
NSW National Parks and Wildlife Service

1. BACKGROUND

This is the 2019 Sustainability Report for the site known as the former North Head Quarantine Station, its tourism activities and business.



Site map of North Head Quarantine Station

The site is leased to Mawland Quarantine Station (MQS) by the Minister administering the National Parks and Wildlife Act 1974. The Department of Planning Industry and Environment (DPIE, of which National Parks and Wildlife Service (NPWS) is a part of, administers the lease on behalf of the Minister. The day to day operation on the site is branded as QStation.

This report has been prepared by MQS and DPIE. The report satisfies condition 211 of the North Head Quarantine Station Environmental Management Plan 2005.

Management and reporting on the site is based on the quadruple-bottom line objectives for the site.

These objectives cover the following dimensions:

1. Environmental;
2. Cultural;
3. Social;
4. Economic;

2. OVERALL SUSTAINABILITY

2.1 Means of measuring sustainability

MQS has developed an Integrated Monitoring and Adaptive Management System (IMAMS) to monitor the sustainability of the Q Station activity across the environmental, cultural, social and economic dimensions. Following are the four components of the IMAMS and its nine optimal conditions that define sustainability on the site. 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 desired position, and introduces changes to management practices to bring it closer

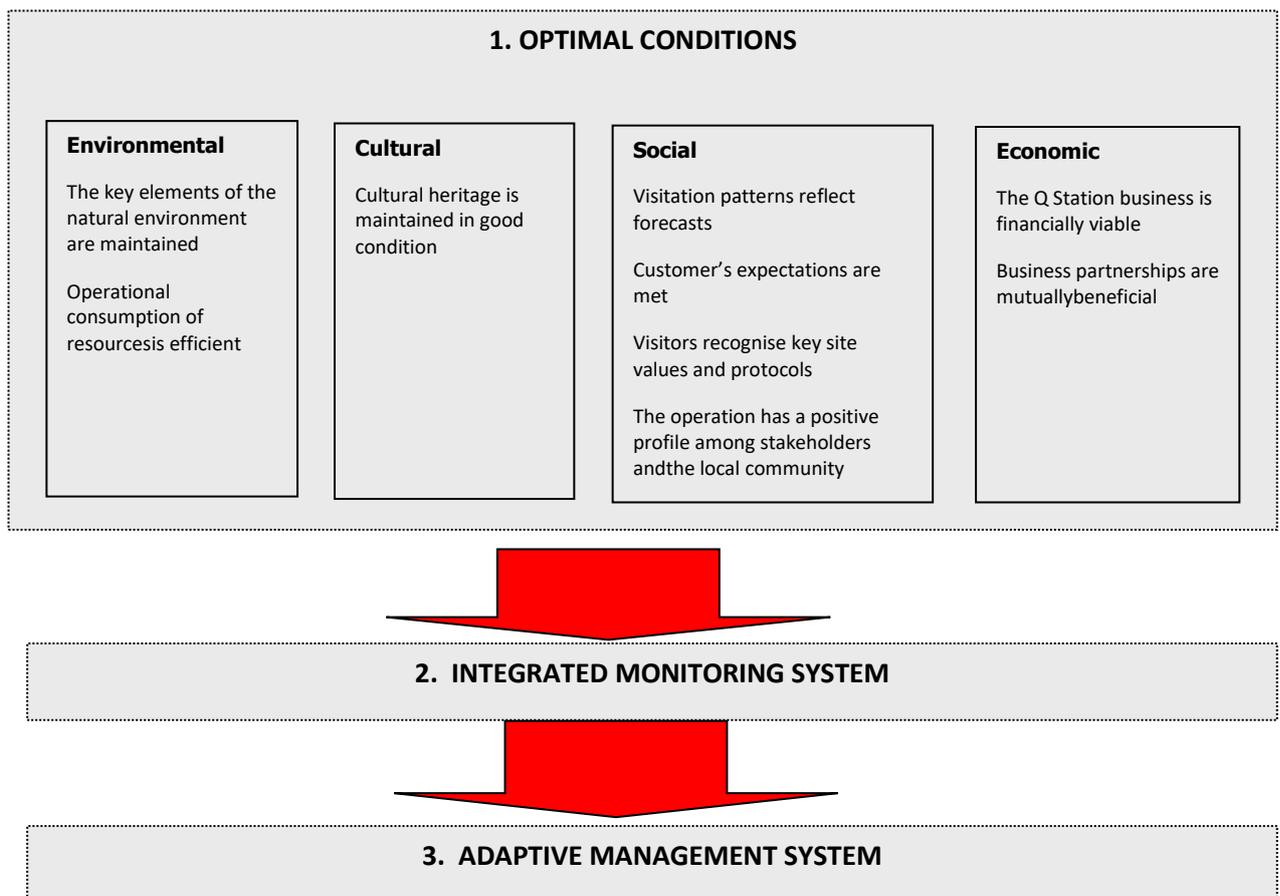


Figure 2.1 The integrated monitoring and adaptive management system and its nine optimal conditions that define sustainability on the site

The IMAMS is monitoring and reporting over 150 indicators. It is proposed that these indicators will be reviewed in the next year and the reporting criteria reduced as relevant to the state of the site and the business.

2.2 Sustainability index

2.2.1 Overall Performance

In 2019 the overall sustainability of the activity scored 0.97 out of 1, which is similar to score of 97%.

There were excellent performances in achieving environmental 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 each and all of the following:

- Demands as to governance placed on site by the Conditions of Consent
- Unreasonable burdens of financial expectations in Lease
- Unusual nature of the site causing additional staffing and transport demands
- High cost of compliance with Conditions of Approval which require modification.

The economic performance of QStation during this reporting period has improved but still not reached that of comparable properties in the market segment. The extensive and complex environmental compliance continues to soak up significant management expertise that would normally be focussed on further business stimulus and cost management.



Table 2.2 - Historic Performance of Sustainability Index and its four dimensions

Report	Environmental	Cultural	Social	Economic	Overall
1-10-2007	1.00	0.94	0.88	1.00	0.96
1-4-2008	0.99	0.93	0.98	1.00	0.97
31-12-2008	0.84	0.68	0.87	0.63	0.76
30-6-2009	0.90	0.68	0.91	0.59	0.77
31-12-2009	0.91	0.71	0.87	0.67	0.79
30-6-2010	0.95	0.88	0.86	0.66	0.84
30-12-2010	0.92	0.88	0.92	0.66	0.84
30-12-2011	Audit				
30-12-2012	Audit				
30-12-2013					
30-12-2014					
30-12-2015	0.86	0.86	0.93	0.9	0.89
30-12-2016	0.89	0.70	1.00	0.94	0.88
30-12-2017	0.91	0.70	0.96	0.9	0.87
2018	Audit				
2019	1.0	0.92	1.0	0.96	0.97

3. ENVIRONMENTAL ACHIEVEMENTS

3.1 Summary reporting on headline indicators

Quarantine Station's natural environment overall is looking healthy. The IMAMS overall index score is 0.97 out of 1. The key elements of the natural environment are being maintained and operational consumption of resources is efficient.

Our arrangements with the National Parks and Wildlife Service of NSW, require Mawland to operate and fund programmes to protect and increase the natural environment, particularly by landscape management and protection of these species. Mawland operates the site under strict set of Conditions of Planning Approval and our operations are carefully monitored to ensure sustainability and protection of the site. In particular the populations of long-nosed bandicoots and little penguins on site are continuously monitored and Mawland constantly educates our staff, visitors and suppliers about these species through an ongoing induction and education programme.

The strongest performing areas were the minimisation of any impacts associated with traffic, light, soil and erosion, waste and resource use.

The weaker performing areas were cultural landscape condition, occupancy levels and profitability.

QStation Environment Initiatives

QStation operates in compliance with the strict environmental compliance policies of the Accor Group, in particular as regards recycling, acquisitions and cleaning supplies.

Products used on site are wherever possible environmentally compatible and laundry, guest supplies and cleaning products are environmentally friendly. We request our guests to be environmentally considerate with their use of towels, linen, plastics and energy on site.

QStation's website, collateral, room compendiums and all directional/ interpretive signage on site stresses our policy of minimal interference with the environment of the site, its flora and fauna and in particular the native animals which we steward on behalf of our guests.

Energy

QStation is constantly balancing saving energy with re-use of a heritage site which has aging, but heritage protected, infrastructure. The retrofitting or new installation of "green" energy infrastructure is generally not available to us, so we aim for sustainability however possible in limited constraints. In 2020 Mawland will discuss the possibility of installing solar power to the site, if same is acceptable to NPWS

Waste

Kitchen waste is monitored biocycled and separated. Our waste disposal protocols ensure all waste is cleaned and separated for recycling, minimising land fill and general waste. Pest and predator control is organic.

So far as possible cars are excluded from the site and all visitors are transported in our small buses to ensure serenity and protection of the flora and fauna.

Natural bush trimmings are mulched and used on site for gardens and compost.

Water

Roof Water is recycled by equipment installed for garden watering and there are external showers at the beach which use rainwater. Some waste water is installed for outdoor use. We plan to install a solar farm to contribute to our electricity use and for educational purposes. We are not permitted to install solar fixtures on the building due to their heritage nature. Our shower heads have restricted flow. Grey water in Buildings P11 and 12 is recycled- these are the only buildings capable of retro installation of this system.

Recycling

The adaptive re-use of the site is the ultimate form of recycling! Products used on site are wherever possible environmentally compatible and laundry, guest supplies and cleaning products are environmentally friendly. We request our guests to be environmentally considerate with their use of towels, linen and products on site. Recycling is used wherever possible and all paper products and glass are recycled.

During renovations and upgrading of the site materials were reused and recycled wherever possible, often using traditional heritage methods and craftspeople. Accommodation rooms are not air-conditioned, but are cooled by airflow and ceiling fans. Our wide verandahs give shade and protection from the heat to accommodation rooms. All buildings have been retrofitted with insulation wherever possible and roof sheeting/tiles have been coated with a reflective paint to promote cooling.

Noise

There have been no noise complaints in 2019

Seagrass

EcoDivers continue to monitor sea grass off QStation and have reported maintenance of the

3.2 Case Studies

2018 Audit

SNC-Lavalin was engaged by National Parks Wildlife Services (NPWS) to undertake an audit of Quarantine Station at North Head (Q Station). The audit is required under Ministers Condition of Approval (MCoA) 228 which requires a comprehensive audit to be completed every five years for the site.

To complete this audit SNC-Lavalin undertook a site inspection and reviewed relevant and available document relating to the approval and to the ongoing management and monitoring of the site environmental aspects.

The inspection was undertaken on June 20th, with members from NPWS, Mawland and SNC-Lavalin present. The findings from the audit reveal that Q Station is operating in an environmentally responsible manner, and in general compliance with the Ministers Conditions of Approval. Of particular note are a range of voluntary environmental sustainability initiatives that have been implemented and the outstanding adaptive use of the site as a heritage and educational precinct.

Several self-reported non-compliances have been noted later in this report. These non-compliances relate to timeliness of reporting, vegetation clearing and a sewage overflow event into Sydney Harbour. Mitigation measures and actions to prevent recurrence have been identified.

Based on the site inspections and the documents reviewed by the auditors, the non-compliances did not result in significant environmental harm. The programs and systems implemented appear to be effective at managing environmental issues on the site.

The key audit activities consisted of:

- **Audit Planning**
 - Review of previous audit
 - Identification of key audit issues
 - Preparation of an audit checklist
- **Conduct Site Audit**
 - Site inspection of key buildings and infrastructure as well as environmentally sensitive areas around the site
 - Discussion with key personnel
 - Undertake document review
 - Photographically record notable visual observations (refer to Appendix A)
- **Consultation with Stakeholders**
 - Issue draft report to relevant agencies and stakeholders for review and comment
- **Reporting**
 - Prepare draft report and finalise following receipt of comments from relevant agencies.

Site inspection was undertaken on 20th June 2018. The scope of the inspection included the following precincts:

- The Wharf and restaurants
- Former First Class
- Former Second Class
- Former Third Class
- General site areas including beach, walkways, roadways, paved and grassed areas

Documents reviewed as part of the audit included (but was not limited to) the following:

- Minister's Conditions of Planning Approval
- Environmental Impact Statement
- Environmental Monitoring reports, including Long-Nosed Bandicoot and Little Penguin data (2011-2017)

- Annual Environmental Reports 2013-14 and 2015-17
- NPWS compliance reports
- QSCC meeting minutes
- Complaints register
- Q Station records, including training, induction, education programs etc

The following conclusions were made:

- The co-proponents Mawland and OEH are operating Q Station in an environmentally responsible manner, and in general accordance with the MCoA
- Mawland have implemented a number of sustainability initiatives which is commendable. The overall environmental performance of Q Station is very good
- The heritage values of the Q Station have been maintained and enhanced. The interpretive displays are outstanding
- The operation of Q Station does not appear to have a measurable impact on the local populations of bandicoots and penguin populations
- NPWS Management programs of pest species (foxes and rabbits) appear to be effective, although it is noted that programs cover a broader area than Q Station
- During the audit period, there were several self reported incidents relating to unauthorised vegetation clearing and unauthorised works. Although management protocols are in place it is recommended that these refresher training to all relevant staff and contractors is provided to ensure compliance with the protocol
- Site environmental management protocols are in place and are comprehensive, there is an opportunity to consolidate the protocols into one central document.

QStation Environmental Initiatives 2019

- Bin enclosures at wharf (x2) and P27 along with signage to separate general waste, bottle & plastic recycling, cardboard and paper recycling
- Small bins in café for guests to separate the waste (as above)
- Still and sparkling water refills in café – Moda system
- Reducing the variety of plastic drinks sold in the café
- Collecting coffee grinds for guests to take home to compost
- Soap Aid – recycling of unused soap products to overseas aid
- Continued endorsement for guests to clean the beach in return for a coffee/drink
- Introduction of TLC Cleaning products and removed bleach where possible from cleaning rooms and public areas
 - Bathroom Buddy - <https://tlccommercial.com.au/product/bathroom-buddy-500ml/>
 - The Throne - <https://tlccommercial.com.au/product/the-throne-500ml/>

Community Engagement and Academic Participation

QStation is an active member of the North Head Stakeholder's Group and participates in all that Group's activities, in particular the construction of traffic calming devices on scenic drive to protect the endangered bandicoot population.

Many of our staff are trained and active members of WIRES. We regularly invite members of local community groups on site to promote the re-use and sustainability of our operations.

In 2019 Max and Suzanne again lectured at the Cross-Cultural Encounters Summer School Programme about managing public land and private operations, and Suzanne presented at the University of Sydney External Engagement Series.

4. CULTURAL HERITAGE ACHIEVEMENTS

4.1 Summary reporting on headline indicators

The Quarantine Station's cultural environment overall index score was 0.92 in 2019. Overall the cultural heritage is being maintained in good condition.

The strongest performing areas were the Moveable Heritage Collection, infrastructure and building condition. The Moveable heritage collection continues to be constantly monitored, curated and restored and there have been improvements to the efficiency of and displays in the Visitor's centre and Interpretation. The Collection has been largely catalogued and is gradually being placed on E Hive to allow better public access to the Moveable Heritage Items, this new technology is allowing efficient use of the collection for researchers, educators and students. Reports are prepared by our Curator as to Collection Management and Research, Public Enquiries, signage and display development, intern and volunteer management and Grant applications.

During 2019 MQS again spent considerable resources on stabilising road edges, asphaltting junctions and re-sealing several sections of road and paths across the site. Bicycle and walking lanes have been marked out and the smaller front gate is left open in daylight hours to allow cyclists and walkers to access the site on these tracks, with the help of maps available at Reception and improved wayfinding signage. Progressive maintenance continues to all buildings on site. Every six months all buildings continue to be washed down and touched up as necessary with paint or sealant. The interior of rooms is also progressively maintained. Some buildings also need further conservation works especially those exposed to more extreme weather, which is accelerating wear and tear.

The following **specific works** have been completed in the Report period:

- Glasshouse-further significant glass and structural repair following storm damage, refresh and refurbish
- Museum- Refresh displays
- Restore Directional Markers
- Vegetation work conducted in accordance with Landscape Management Plan
- Opening up of cultural road behind Third Class Precinct between p21 and S9
- Refurbishment and opening of pathway to Mariposa monument
- Upgrade all interpretational signage .

The weakest performing cultural area was cultural landscape condition and Aboriginal site condition. "Clearly differentiated cultural landscape representing the Aviation Phase" cannot be represented because of the NPWS preferred method of management of the Endangered Ecological Community – Eastern Sydney Banksia Scrub community found within the lease area. Mawland intends to seek progress with this differentiation in 2020.

The other cultural landscape condition relates to the management/maintenance of the inscriptions in the lease area. The inscriptions last received conservation in 2007-2008. There was ongoing research and investigation by archaeologists, historians and geologists as part of ARC Project 2013-15. Mawland attempted to commence repainting of the inscriptions in 2019 but was unable to obtain Heritage Council approval to carry out the works. Discussions continue to attempt to gain approval for works.

Tables 4.1 Performance of Cultural Headline Indicators 2019

Index Cultural Jan 2019 to Dec 2019	
Aboriginal sites condition	1

Building condition	1
Cultural landscape condition	0.5
Infrastructure condition	1
Moveable heritage collection condition	1
Cultural index	0.92

4.2 Case Studies

Visitor Services

Visitors to Q Station continue to participate in a variety of experiences to learn more about the Q Station Story. Through the Financial year 18/19, a total of 27,355 guests joined one of our tours, education programs or participated in a team building activity.

Q Station's tours operate every day of the year and offer both a history and ghost tour daily schedule as well as the possibility of groups booking private tours. These private groups are both in house corporate groups and visiting social groups, birthday party or other corporate groups who are not staying. Our history tours comprise the Quarantine Wander which is a 1 hour history tour running every day at 11am and a longer history tour on Saturday and Sunday afternoons, the Quarantine Station Story. Numbers on our Quarantine Wander have increased dramatically to an all time high of 714 guests in Nov 2019. This is mainly due to the introduction of an accommodation package which includes this tour as part of the guests stay.

We continue to offer a range of ghost tours to a variety of different audiences. Through winter 2019 we ran Para Q- a series of paranormal experiences for the more serious ghost hunters. This was popular with most of the 12 events sold out and will be planned again for winter 2020. Halloween also continues to be a popular time for people to attend a ghost tour. During this 9 day period 688 visitors took part in one of 7 different tours.

Our range of team building activities includes Outbreak, Who Dun it and Quest. We also offer kayaking (through our continued relationship with Manly Kayaks), snorkel hire, and giant games hire.

Through FY 19 we had 6837 students attend education programs. The most popular of these is the Kids in Quarantine for all stages of primary and the Site Study for High school students. Newer programs which have been established in the last year are GEO Explore – a primary program with a geography focus and the Year 11 Site Investigation, which corresponds to Chapter one of the Cambridge University Press' 'Modern History Transformed' text book.

Open Days 2019

Two open days were held in 2019; Sunday 28th April and Sunday 15th September. The September event was held in conjunction with the Manly Arts Festival and was the larger event of the two. The program for the day included Open Buildings hosted by historical Quarantine Characters to engage our visitors, Quarantine Life history tours, Stalls- including ones hosted by Bear Cottage, North Head Sanctuary and NWPS, annual exhibition by NBSC- Balgowlah Boys campus Year 9 students and the Papered House, an immersive experience created by Jo Neville in a former Quarantine staff cottage.

5. SOCIAL ACHIEVEMENTS

5.2 Summary Reporting on Headline Indicators

The condition of Quarantine Station's social environment is very healthy. The IMAMS suggest high levels of social responsibility and achievements in 2019, with an overall index score of 1 out of 1 .

Visitation patterns reflect forecasts; Customer's expectations are being met and feedback is good; Visitors recognise key site values and protocols and the operation has a positive profile among stakeholders and the local community. Our customers are discerning enough to have become bored with traditional ways to experience heritage sites and are prepared to pay for experiences that break stereotypes.

Mawland's key objective has been to provide unique accommodation of contemporary comfort while allowing and displaying recognisable heritage features in every area of our site whilst ensuring profitability. Extensive publicity and marketing of the site, highlighting sustainability, conservation, adaptive reuse and the cultural and the fascinating history of the site has led to QStation being seen as one of the emerging icons of Sydney tourism.

When special needs or disability are identified by a guest on booking, or noted by our staff on client check in, QStation takes action to ensure that the unique stay offered at QStation is just as exciting and comfortable for that person as our other guests.

Again in 2019, the weakest performing social area was visitor access and specifically attracting visitors to arrive and depart by water. This was an ongoing issue since water access service was cancelled in May 2009. However, in 2016/2017 a new EcoHopper service commenced on Sydney Harbour and now stops at QStation approx. 8 times per day in peak season and usage is being monitored. The public take-up of this service is favourable.

Tables 5.1 Performance of Social Headline Indicators 2019

Index Social Jan 2019 to Dec 2019	
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
Social index	1

5.2 CASE STUDIES

Engagement by Front Office Manager with Guests

Our Operations Manager Jen Dean comments:

Commonly asked questions with guests and day visitors coming through the Q Station relate to the history and environmental side of our site are about flora and fauna only found around parts of Q Station, being intrigued about the bandicoots, why they are protected species and what they look like and the history of the Quarantine Station captures everyone who visits. The Visitor Centre Museum and Buildings around the wharf area make for an intriguing conversation with our guests, especially the way in which we have been able to restore and maintain the buildings in their most original condition.

Outbreak

The Visitor Service Team reports:

Team building activities for in house groups and day visitors continue to be popular and are paid for by participants on a per person basis. 2017 saw the introduction of "Who dun it" and the provision of giant games bookable for in house groups.

Outbreak is now running into its 4th year. This popular program quarantines your organisation. Luckily however during an "Outbreak" Q Station is the best place to survive an unknown disease. In teams, hunt for your personal protection equipment, solve puzzles and then strategize to ensure your team is able to collect your vaccine, ultimately saving yourselves.

"Who Dun it?" is Q Station's very own murder mystery set in the 1800s. With the quarantine of the Samuel Plimsoll nearing its end, events take an unexpected turn; a ghastly murder occurs which the group needs to solve before they will be released from quarantine. Each participant takes on the role of a character and works within one of 4 teams, together the whole group are taken to key locations to search for clues and unravel the mystery- why, how and who dun it?

Social Media Engagement

Sales and Marketing Manager Natalie Dillon reports:

Social media engagement has continued to increase in 2019 with total Facebook followers growing from 15,555 in July 2019 to 16,122 in November 2019. Total Instagram followers has grown from 4040 in July 2019 to 4298 in November, 2019. Some of the highest engagement levels on Facebook come from the 'Quarantine Station Ghost Tours' page and one of the most popular posts was one promoting guest photos that had a ghostly figure or similar and users started to compete by posting their own photos. This post alone reached 5697 people organically. A focus this year has been on increasing the amount of stories posted on Instagram and having influencers stay and post on their own accounts.

Guest feedback was particularly positive during the months of July and August with our RPS score over the target. The score dipped a little in September and October but guest feedback has since improved with scores consistently coming in between 80-100 with only a few less than this. Praise is often collected on the magnificent beauty of the site and how it has been so wonderfully restored and maintained.

Artist in Residence

Jo Neville is the QStation Artist in Residence and Interpretive Curator. Her role is to interpret the environment and culture of QStation artistically, to engage guests and particularly the students who visit us.

Creative projects for 2019 where she has been able to use environmental & sustainable sensibilities are

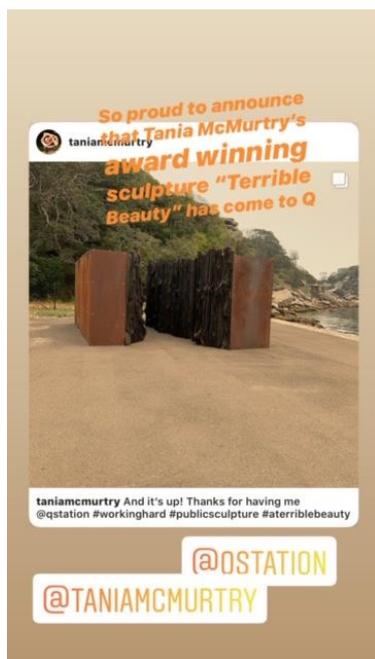
The Paper House- Cottage S5



. Overseeing the redecoration of the cottages, working with a team made up from other departments on site, we have been able to source reused furniture and design props through local OP Shops and using online platforms - Gumtree and local buy swap and sell, to purchase our more personalised props. Where we could we have also rotated furniture from public spaces across the site to complete the “onsite

. Christmas this year has been all about using paper materials from Reverse Garbage, their sales go to the local community and save these materials going to landfill. The nutcrackers in reception were completely made from these materials.

. Recently we acquired a large immersive sculpture from Tania McMurtry on completion of her masters in Sculpture at National Art School Sydney. This artwork engages all of the senses, particularly evoking childhood memories.



what's on

Fragility of a troubled past



Dan Barnett, Avalon Bowling Club, Wednesday night. From 7pm. 4 Bowling Green Ln. Details: 9918 3231.
 Below: Orphan's Christmas Dinner for visitors, Manly Wharf Hotel, Christmas Eve, 6.30pm. E Esplanade. Book: 9977 1266.



Art on display at Q Station at once displays beauty and fear

Rod Bennett

Q STATION Manly is excited to announce the display of two large sculpture installations by Sydney artist Tania McMurtry.

One of the works by the Irish-born artist is called *The Fragility of Peace* and will be positioned at the Wharf Precinct looking on to Quarantine Beach and Sydney Harbour.

McMurtry's artworks are reportedly inspired by growing up during the troubled time of the 1970s in Belfast.

"It is about unity and division, beauty and fear," she said. "It is about landscape and architecture, trauma and resilience."

The other piece, *A Terrible Beauty*, is a large immersive work, allowing the viewer to

journey through a tumultuous passage. It features charred blackness of the burnt wood, showing beauty and fear, in a parallel with McMurtry's own paradoxical youth: a beautiful land juxtaposed with, for instance, bombed-out bus shells.

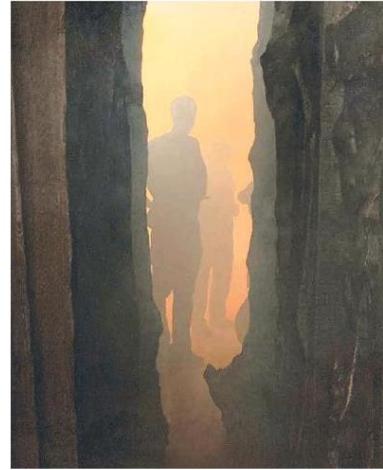
Q Station is Australia's longest continuously operating quarantine station. It is also full of stories about life and death, recovery and tragedy.

The artworks will be displayed free of charge and are open to the public for viewing at Q Station's Wharf Precinct from mid-December.

Details: 9466 1500.



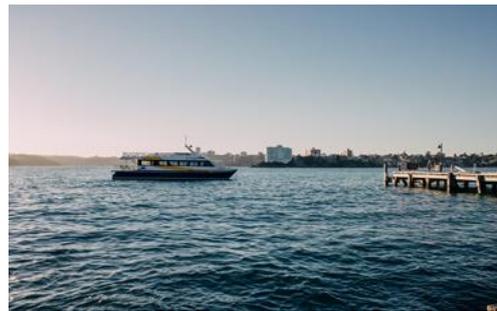
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One of the artworks by Tania McMurtry showing at Q Station.

Harbour Hopper

The Sydney Harbour Eco Hopper ferry stops at Quarantine Wharf (Q Station) multiple times a day, 7 days a week. With connections to Manly, Circular Quay, Darling Harbour, Taronga Zoo and Watsons Bay, the Eco Hopper is an enjoyable, relaxing way to see Sydney Harbour & arrive at QStation- and historically accurate arrival!



Tours, Education and Visitor Services

Visitor Services Manager Helen Drew comments:

Q Station's tours operate every day of the year and offer both a history and ghost tour daily schedule as well as the possibility of groups booking private tours. These private groups are both in house corporate groups and visiting social groups, birthday party or other corporate groups who are not staying.

Our history tours comprise the Quarantine Wander which is a 1 hour history tour running every day at 11am and a longer history tour on Saturday and Sunday afternoons, the Quarantine Station Story. Numbers on our Quarantine Wander have increased dramatically to an all time high of 714 guests in Nov 2019. This is mainly due to the introduction of an accommodation package which includes this tour as part of the guests stay.

We continue to offer a range of ghost tours to a variety of different audiences. Through winter 2019 we ran Para Q- a series of paranormal experiences for the more serious ghost hunters. This was popular with most of the 12 events sold out and will be planned again for winter 2020. Halloween also continues to be a popular time for

people to attend a ghost tour. During this 9 day period 688 visitors took part in one of 7 different tours.

Our range of team building activities includes Outbreak, Who Dun it and Quest. We also offer kayaking (through our continued relationship with Manly Kayaks), snorkel hire, and giant games hire.

Through FY 19 we had 6837 students attend education programs. The most popular of these is the Kids in Quarantine for all stages of primary and the Site Study for High school students. Newer programs which have been established in the last year are GEO Explore – a primary program with a geography focus and the Year 11 Site Investigation, which corresponds to Chapter one of the Cambridge University Press' 'Modern History Transformed' text book.

We offer all adult/corporate conferences the opportunity to include a module about the history of the site

We have established an annual art show for Balgowlah Boys High and have invited other schools to establish art shows on site



6. ECONOMIC ACHIEVEMENTS

6.1 Summary Reporting on Headline Indicators

The condition of Quarantine Station's economic environment is more healthy than in previous years. The overall economic index was 0.96 out of 1. However, the economic viability is still a challenge to the sustainability of QStation. Revenue remains strong but the Q Station is taking longer than expected to become financially viable. Full financial information is shared with NPWS on a confidential basis.

The weakest performing economic areas were occupancy levels, yield and profitability. Business performance is constrained by some Conditions of Approval, such as the impost to maintain some accommodation as authentic rather than ensuited rooms, resulting in less availability of the type of accommodation sought by guests. The commercial yield is reduced accordingly. We are confident that the suite of requested Modifications and construction of Buildings P21 and 23 will assist with this issue.

Transport remains a vexed issue and very expensive to operate. The enormity and constraints of the site require all movements of people and equipment to be carefully planned (due to the environmental conditions of the Lease) and the weather impacts significantly on arrangements.

Tables 6.1 Performance of Economic Headline Indicators 2015 to 2017

Index Economic Jan 2019 to Dec 2019	
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
Economic Index	0.96

6.2 Case Studies

Staffing and Employment/ Women on Staff

QStation currently has 113 staff. We have a majority female workforce, with 62 females compared to 51 males employed. Our leadership team is predominantly and proudly female - with only 1 out of the 10 positions filled by a male.

Our staff hold passports in the following countries;

Country	No. Staff
Australia	73
Brazil	11
Great Britain	6
New Zealand	3
South Africa	2
India	2
Italy	2
Republic of Korea	2
Vietnam	2
Portugal	2
Netherlands	1
Germany	1

Jordan	1
Spain	1
China	1
Turkey	1
Nepal	1
Argentina	1

Training in 2019 has included;

- Tools for New Supervisors – 8 Week program by Accor Training. Attendees; Restaurant and Bar Supervisor, C&E Supervisor, C&E Operations Manager
- Train the Trainer Session (Driving Inductions). Attendees; Outlets Manager and C&E Operations Manager
- Train the Trainer Session (Finger Vein Scan Time Target). Attendees; Outlets Manager and C&E Operations Manager
- E-Hotelier online learning program for Middle Managers & Supervisors
- Fire Panel Training
- Evacuation Training
- WIRES training
- Staff history and Ghost tours



7. QUARANTINE STATION COMMUNITY ADVISORY COMMITTEE

We are privileged to have community input into interpretation and public use of the site through our Community Committee which meets during the year to discuss ways in which the local and state community can access and receive education about the quarantine station. This group considers natural heritage, built heritage, indigenous relevance and interpretation

of

the

past.



Report from Chair of QSCCC – Sandy Hoy – Feb 2019-Feb 2020

Background:

A permanent Quarantine Station was established at North Head in Manly in 1838 to quarantine people arriving in Sydney by ship to prevent the spread of disease to the colony. The Quarantine Station ceased operation in 1984, after which its management was transferred to the NSW National Parks and Wildlife Service (NPWS).

The 27-hectare site comprises numerous historic buildings and roads, with a stunning backdrop of the native vegetation of Sydney Harbour National Park at the entrance to Sydney Harbour.

The NSW Minister for the Environment and Mawland Quarantine Station Pty Ltd (Mawland) signed a lease on 26 October 2006 for the North Head Quarantine Station Conservation and Adaptive Reuse Project. Mawland and the NSW Minister for the Environment/NPWS are co-proponents of the project to adapt the Quarantine Station site for cultural tourism purposes under a 21-year planning approval.

Q Station, as it is now known, has been operating since 2008 consistent with its approved uses for accommodation, conferences and functions, restaurant, visitor centre with a museum and cafe, environmental and cultural study centre, and guided tours. Open Days for the public are regularly held. Informal access to the site by the public is encouraged.

The Conditions of Planning Approval (CoPA) require that a Quarantine Station Community Consultative Committee be established for the term of the project. 64 meetings of the QSCCC were held until November 2018 when a process for inviting expressions of interest for nomination of members for a new QSCCC was undertaken by NPWS in late 2018-early 2019.

Sandy Hoy was appointed by the then Department of Planning and Environment (DPE) as the Independent Chairperson of the QSCCC on 27 February 2019.

QSCCC members were selected from the nominations by the independent chairperson according to the criteria set out in the Quarantine Station Community Consultative Committee Terms of Reference, Conditions of Planning Approval (CoPA), and the DPE Guidelines for Community Consultative Committees for State Significant Developments (January 2019).

Several current QSCCC members were members of the previous committee, including the former chairperson Cathy Griffin. Their knowledge and continuity of connection to Q Station has greatly benefited the current QSCCC.

Members selected for the QSCCC signed a code of conduct and submitted a declaration of pecuniary and non-pecuniary interests.

Membership and attendance

The CCC is chaired by Independent Chairperson Sandy Hoy, and comprises the following members:

Organisation / interest	Name	Meetings attended			
		May 2019	August 2019	December 2019	February 2020
Community representatives	Cathy Griffin	✓	✓	✓	✓
	Adele Heasman	apology	✓	✓	✓
	Dr. Ian Lavering	✓	apology		
	Virginia McLeod	apology	apology	✓	apology
	Doug Sewell	✓	✓	✓	✓
	Jennifer Wilson	✓	✓	✓	✓
Northern Beaches Council (elected representative)	Cr Candy Bingham	✓	✓	✓	✓
NPWS (co-proponent)	Stephen Higham	✓			
	Carl Hollis		✓		
	Chad Weston			apology	✓
	Robyn San	✓	✓		
	Jessica Dargan		✓	✓	✓
Mawland (co-proponent)	Max Player	✓	✓	✓	✓
	Suzanne Stanton	✓	✓	✓	✓
Independent Chairperson	Sandy Hoy	✓	✓	✓	✓

Dr. Ian Lavering resigned from the QSCCC in late 2019. Stephen Higham, Carl Hollis and Robyn San were reassigned to other roles within NPWS during the year. I thank them all for their contribution to the QSCCC.

Attendance at the meetings is consistently high, reflecting the interest and commitment of the QSCCC members. Occasional apologies are received mainly due to unavoidable prior commitments. The QSCCC sets meeting dates 12 months in advance to avoid potential diary conflicts.

There is good rapport among all QSCCC members who understand the site and their roles well. Co-proponents NPWS and Mawland are co-operative and responsive to questions, feedback and issues raised by community members.

The community members of the QSCCC have a valuable contribution as a “sounding board” for NPWS and Mawland, providing advice and feedback to NPWS and Mawland from the various perspectives of community member, local resident, site visitor, activity participant, and overnight guest. The community members act as a conduit between NPWS and Mawland and local community groups, Northern Beaches Council, and the State Member of Parliament for Manly.

Feedback from community members about the QSCCC meetings includes the high level of expertise, everyone contributes, members’ length of involvement with the site, and the commitment from NPWS and Mawland. Meetings are considered to be well run with detailed minutes provided.

All co-proponents and committee members have their own fields of interest/responsibility and strongly-held views, but any disagreements are resolved amicably in a supportive way and in the best interests of the site.

As of March 2020 there are two vacant positions on the QSCCC. NPWS is advertising for nominations to fill the vacancies.

Activities of QSCCC over the past 12 months

The QSCCC operates according to the Department of Planning and Environment’s Community Consultative Committee Guidelines for State Significant Projects 2019, and the CoPA. The Department of Planning, Industry and Environment (DPIE) has advised that the CoPA for QSCCC take precedence over any inconsistency with the DPE CCC Guidelines.

Meetings were held quarterly at the Quarantine Station, 1 North Head Scenic Drive at Manly on 28 May, 14 August and 11 December 2019; and on 12 February 2020. The planned meeting on 13 November 2019 was rescheduled to 11 December 2019 due to catastrophic fire conditions requiring closure of North Head to visitors on that day.

Minutes are prepared after each meeting and are approved by the committee members at the following meeting with amendments if required. Following approval of the minutes a summary of the meeting minutes is placed by NPWS and Mawland on their respective websites:

<https://www.environment.nsw.gov.au/NPWS/AdvisoryCommittees.htm>

<https://www.qstation.com.au/our-story.html>

Activities that QSCCC members participated in during the year are:

- attendance at the Q Station Open Day on 28 April with the theme 100 years since the Spanish Flu epidemic
- attendance at the ceremony to declare Q Station as an International Peace Park on 22 May
- a guided site tour after the May meeting
- presentation on ‘Save Our Species – Threatened Species’ by NPWS staff at the August meeting
- lunch with NSW Heritage Council representatives and a ceremony to open the refurbished buildings P21 and P23 after the August meeting
- attendance at the Q Station Open Day on 15 September with the theme ‘Life in Quarantine’
- inspection of the museum collection of Q Station historical items after the February meeting.

There were no joint meetings with any other CCCs.

Key Issues

NPWS provides a report at each meeting on:

- North Head Precinct Planning
- Walking tracks
- Environmental audits and monitoring
- Wildlife management – penguins, long-nosed bandicoots, echidnas
- Pest management – rabbits, foxes, weeds
- Fire management – hazard reduction, fire plans, vegetation management.

Mawland provides a report at each meeting covering topics including:

- day-to-day operations
- visitation
- activities such as tours, events and Open Days
- education programs and support for local schools
- success in NSW Tourism and other awards
- site maintenance
- building refurbishments and other works
- support for artists and sculptors through providing a venue for their work
- response to weather and other events which impact on the site.

In addition to discussing the above issues, members of the Committee have raised issues and suggestions such as:

- impact of wharf lighting on fish in Sydney Harbour
- themes and activities for open days
- feedback on their experience as a guest or visitor at Q Station.

There are no significant issues outstanding as at the end of February 2020.

Focus for the next 12 months:

Quarterly meetings are planned to continue in 2020-21.

The planned activities of the QSCCC for 2020-21 will be guided by the contributions and interest of the QSCCC members, and ongoing and arising management issues raised by NPWS and Mawland. Such activities will include:

- providing feedback and support for the ongoing activation of and increasing visitation to Q Station
- closer involvement in the review of site-wide management plans and environmental monitoring and audit reports to provide informed feedback and recommendations to the co-proponents
- continuing to liaise with community and interest groups and with Northern Beaches Council on Quarantine Station related matters.

8. DPIE STATEMENT ON COMPLIANCE WITH DEVELOPMENT APPROVALS

The Quarantine Station redevelopment has an extensive and complex development approval involving 233 conditions. Some of these conditions establish further approval processes for site-wide plans and detailed construction proposals. Other conditions specify the nature of visitor activities permissible on the site, whilst a further suite of conditions is focused on the monitoring and public reporting of environmental performance, compliance with approvals and visitor impacts.

DPIE continued compliance monitoring during 2019. There were no compliance inquiries during this period.

9. OTHER MATTERS

9.1 Review of the planning approval conditions

Both MQS and OEH worked with Department of Planning and Environment to finalise of the review to the planning approval conditions for the Quarantine Station conservation and adaptive reuse project. The Modifications were approved in May 2018.

The purpose of the review and modifications was to simplify the complex planning, regulatory and monitoring requirements governing the project, to remove completed or redundant conditions and, to address ongoing operational problems where compliance is unlikely to be achievable.

10. SIGNIFICANT RECOMMENDATIONS

The IMAMS reports for this period recommend a number of adaptive management responses to the poor performing indicators. Table 11.1 presents some of the more significant recommendations and their implementation status. These recommendations are based on the thrust of the IMAMS recommendations and additional context from the case studies.

Table 11.1 Significant IMAMS recommendations and their implementation status.

Key recommendation	Implementation status
Cultural Landscape interpretation improved by use of sign boarding and tour product.	Ongoing
Undertake repainting of the inscriptions.	Potential repainting of 9% of suite inscriptions, subject to receipt of Heritage approval and professor/ student availability
Continue Monitoring of customer comments and in particular of the reasons given for conferences tendered for, which occur elsewhere.	Ongoing monitoring
Upgrade products and packages by adding new add-ons eg bonding and art activities, whale watching and indigenous tour availability.	Ongoing
Continued work on cutting waste and local product use	Ongoing