

*Honouring the past
by securing the future*

**Visitor Management Plan
containing**

- Visitor Access Strategy
 - Security Plan
 - Emergency and Evacuation Plan
- for the conservation and adaptive re-use of the
Quarantine Station

Final Draft

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Mawland Quarantine Station Pty Ltd (ACN 107 088 157)
North Head Scenic Drive
Manly NSW 2095, AUSTRALIA
Correspondence:
Box 50, 145 Sydney Rd
Fairlight NSW 2094, AUSTRALIA
Telephone: (61) 2 99775145 Facsimile: (61) 2 9977 6680
Email: info@q-station.com.au. Website: www.q-station.com.au

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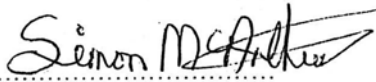
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Declaration and Approval

This Visitor Management Plan has been prepared to meet the requirements of Conditions 116 (Security Plan), 118 (Visitor Access Strategy), 9e and 205 (Emergency and Evacuation Plan) of the Conditions of Planning Approval for the conservation and adaptive reuse of the North Head Quarantine Station.

In preparing and granting approval for this Interpretation Plan all efforts have been made to comply with the Conditions of Planning Approval and relevant legislation. However, in the event of an inconsistency with this plan and any requirements of the Conditions of Planning Approval or relevant statutes; the Conditions of Planning Approval or the relevant statutes will prevail. Furthermore, the granting approval for this plan does not relieve the co-proponents of the obligation to obtain all other approvals from relevant authorities required under any other legislation.

This plan was prepared by:



Simon McArthur,

General Manager,

Mawland Hotel Management and Q-Station Pty Ltd

This plan was presented to the Quarantine Station Community Committee at its meeting on Tuesday 18th January 2005.

Siobhan Lavelle, Heritage Advisor to the project, reviewed the Security Plan in accordance with Condition 116.

This plan was approved by:



Tony Fleming, Deputy Director-General, Parks and Wildlife Division on behalf of the Department of Environment and Conservation on 13 July 2005; and



Robert Black, Director, Urban Assessment Branch on behalf of the Department of Infrastructure, Planning and Natural Resources on 10.8.2005.

A copy of the approvals is provided in **Appendix O**.

Recommended citation

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This Plan was prepared with input from a number of people. The principal author was Simon McArthur, who has produced some 15 visitor management plans for natural and cultural sites that include: Tikal World Heritage Area (Guatemala); Plitvice World Heritage Area (former Yugoslavia); Mount Roraima – Canaima World Heritage Area (Venezuela); The Great Western Tiers World Heritage Area (Tasmania); Tasmania's Southern Forests; Teepookana Forest Reserve (Tasmania); Charlotte Pass (Kosciusko National Park NSW); Echo Point (Blue Mountains National Park, NSW); Bass Point Crown Reserve (NSW); and Cumberland State Forest (NSW). In addition, the author has published several books on visitor management (Hall and McArthur 1996; Hall and McArthur 1998).

Valuable input to the First Draft Plan that was placed on exhibition in 2001 was provided by Neville Burkett NSW Department of Environment and Conservation (DEC), Max Player and Isabel Sebastian (Mawland). Widespread comment on policies and actions within the draft were provided by organisations such as the NSW Heritage Office, Manly Council, NSW Fisheries, Roads and Traffic Authority, State Transit and the Waterways Authority.

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The Security Plan was prepared by Alicia Hoopmann (Mawland), with valuable input from the NSW Heritage Office, NSW Police Service Community Safety Officer Narelle Pit and Crime Prevention Officer Vanessa Murray of the Manly local area command.

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Glossary

Product names referred to in this Plan

Q-Station	The site will be called the Quarantine Station (part of Sydney Harbour National Park) and the operation and overall experience will be branded the Q-Station. The Q-Station brand will include accommodation and venues for conferences, education and functions. Other experiences will be branded individually.
The Jenner	Historic vessel that formerly operated as part of the Quarantine Station, and has been purchased by Mawland to provide a ferry service from Manly to the Q-Station. It has a passenger capacity of 30 people, length of 12.25m, beam of 4m and draft of 0.75m. For further detail, see Appendix B .
People mover	Specific vehicle used as a visitor shuttle. Usually a long elongated carriage like vehicle that carries up to 40 persons.
The Luggage Store Visitor Centre	Visitor information, interpretive displays, retail products and sets for <i>40 Days</i> and <i>Defiance</i> storytelling tours
Defiance	A dramatic real story told across the site through theatre, sound and light. This experience was formerly branded as <i>The 1918 Night Experience</i> up until environmental approval in June 2003.
40 Days	Storytelling tour where participants live a day in the life of a steamship passenger processed in 1918. This experience was formerly named <i>Being Quarantined</i> up until environmental approval in June 2003.
The Other Side	Storytelling tour of bizarre comical behind the scenes events through the eyes of former staff. This experience was formerly branded as the <i>Quarantine Explorer</i> up until environmental approval in June 2003.
The 6 th Sense	Late night storytelling tour to discover the spirits of the Quarantine Station with a clairvoyant and small group. This experience was formerly branded as the <i>Ghost Tour</i> up until environmental approval in June 2003.
Ghost Boy	Storytelling tour specially designed for children that retells the popular children's book specifically written about the former Quarantine Station
Health Retreat	A wellness retreat for the mind, body and spirit, based on: treatments (such as massage and hydrotherapy spa); lifestyle educational programs (such as weight loss and healthy living); and tailor made corporate health programs

General terms often used in plans for the Quarantine Station

Adaptation	Modifying a place to suit the existing or a proposed use.
Adaptive reuse	The process of converting a building into a new use that does not reduce the significance of the place or damage significant evidence of previous use.
AMBS 2002	Report on <i>Aboriginal Heritage Issues Quarantine Station, North Head</i> prepared by Australian Museum Business Services, February 2002.
Associations	The mental connection of ideas and the special connections that exist between people and ideas.
Audience	The people who experience some form of interpretation.
Aviation Phase	Refers to the phase of development at the Quarantine Station from 1950 to 1983, utilised heavily in the QSDACMP2001
Building, structure and workplace	A space that is occupied by people (i.e. offices, warehouses, factories, public buildings, shopping complexes, apartment buildings, or a place that may be occupied by people).
Conservation	All the processes of looking after a place so as to retain its cultural significance.
Core area	Referred to in the QSDACMP2001 as incorporating the Wharf, Hospital/Isolation, Third Class/Asiatic, First/Second Class and Administration Precincts. This area is similar to the proposed lease area, only it includes an area between the Third Class buildings and second cemetery. From an operational perspective, Mawland regard the epicentre of the core area to be the Wharf Precinct, as this is where cultural significance and visitor interpretation opportunities appear to be most concentrated.
Cultural significance	The aesthetic, historic, scientific, social or spiritual value for past, present or future generations.
Day visitors	Visitors to the Quarantine Station that are not staying overnight.
EIS	Environmental Impact Statement (for North Head Quarantine Station)
Emergency	Any event that arises internally or from external sources, which may adversely affect persons or the community generally, and which requires an immediate response
Emergency control organisation (ECO)	A structured organisation that will initiate an appropriate response to emergency situations
Emergency planning committee (EPC)	A committee responsible for establishing an emergency plan, emergency response procedures and an ECO
Emergency warning and intercommunication system (EWIS)	A combined emergency warning and intercommunication system that facilitates both way communications and control during an emergency
EMP	Environmental Management Plan (for North Head Quarantine Station), 2003
Event	A gathering of people in a predetermined, defined location that interprets the Quarantine Station, usually characterized by arts-based activities, and generally held outdoors, designed to stimulate visits to the Quarantine Station from sectors of the community that otherwise may not visit the Quarantine Station
Formal and informal monitoring	Monitoring is a process of repetitive observation of one or more elements or indicators of the environment according to pre-arranged schedules in time or space. Formal monitoring is the basis of the Integrated Monitoring and Adaptive Management System (IMAMS), and features details on desired performance, recording method, reporting and decision making. Informal monitoring is less structured

and based more on casual observation and response to manage situations that cannot be anticipated and prepared for – such as undesirable visitor behaviour.

Function	A gathering of people in a predetermined location for a social or celebratory purpose, usually held indoors (and on adjacent verandahs). At the Quarantine Station, functions will be held in a number of buildings, most commonly 1 st class dining, 3 rd class dining, A6 and H1.
Guests	Visitors to the Quarantine Station that are staying overnight.
Hardware	Specific early items such as hinges, hasps and staples, bolts, handles, window locks and winding devices on windows
Heritage Landscape Management Plan	Plan containing policies, actions and procedures for restoring the cultural landscape, installing additional visitor facilities and maintaining the landscape. Also contains an Inscriptions management plan.
Historic fabric	All the physical material of the place including components, fixtures, contents and objects.
Inscriptions	Written or carved words or designs on a surface. In contrast, engravings have a narrower context of being carved or deeply impressed words or designs on a surface.
Integrated Monitoring and Adaptive Management System (IMAMS)	The system that checks the condition and health of environmental, cultural, social and economic indicators relating to the Quarantine Station site and the Q-Station operation.
Interpretation	A means of communicating ideas and feelings that helps people enrich their understanding and appreciation of the World, and their role within it. Interpretation is the revelation of a larger truth that lies behind any statement of fact. The interpreter goes beyond the apparent to the real, beyond a part to the whole, beyond the truth to a more important truth.
Interpretation plan	Plan containing themes, messages and techniques to interpret the cultural significance of the site
Lessee	The organisation that holds a lease for the Quarantine Station (Mawland Hotel Management)
Local community	The residents who live in the Manly Local Government Area.
Maintenance	The continuous protective care of the fabric and setting of a place.
Market Segments	The categories of people that the total market can be broken up into, which are described with specific characteristics and behaviours.
May	Indicates the existence of an option
Meanings	What a place signifies, indicates, evokes or expresses for people, including intangible aspects such as symbolic qualities and memories.
Messages	The key meaningful statements that are to be communicated through interpretation.
Minimal impact code	Set of guidelines designed to influence behaviour, equipment and services so that they cause little to no impact on their immediate physical and social environment.
Mobility Impaired Persons	Persons having physical, intellectual, visual or auditory disabilities or impairments, either temporary or permanent
Moveable heritage	Industrial equipment, furniture, artefacts and other objects associated with the operations of the Quarantine Station.

NHQSCMP2000	North Head Quarantine Station Conservation Management Plan, 2000
NSW DEC	The New South Wales National Parks and Wildlife Service
Persons with disabilities	Persons having physical, intellectual, visual or auditory disabilities or impairments, either temporary or permanent
Preferred Activity Statement (PAS)	A revised description of the proposal for the conservation and adaptive re-use of the North Head Quarantine Station by Mawland Hotel Management (prepared by Manidis Roberts 2002)
Preservation	The process of maintaining the fabric of a place in its existing state and retarding deterioration.
Proposed lease area	Some 31 hectares of Sydney Harbour National Park generally referred to as the Quarantine Station (the operation of which is generally referred to by Mawland as the Q-Station). The proposed lease area contains the Wharf, Hospital/Isolation, Third Class/Asiatic, First/Second Class and Administration Precincts. The proposed lease area also includes the second cemetery, but not related areas such as Quarantine Beach (below the high tide mark) the third cemetery, Store Beach or Old Mans Hat.
Publicly accessible spaces	Areas which are not being solely used by a guest or areas which do not contain valuable or dangerous items.
QSDACMP2001	Quarantine Station Detailed Area Conservation Management Plans, 2001
Quarantine Station	The area and its buildings leased to Mawland by the NSW National Parks and Wildlife Service.
Reconstruction	Returning a place to a known earlier state distinguished from restoration by the introduction of new material into the fabric.
Restoration	Returning the existing fabric of a place to a known earlier state by removing accretions or by reassembling existing components without the introduction of new material.
Roy Morgan Value Segments	Roy Morgan Values Segments™ are a market segmentation system that consists of 10 categories that describe how people think, what they aspire to, what their self-image is, and what behaviour especially media consumption habits they have.
Safe place	(a) A place of safety within a building, structure or workplace —(i) which is not under threat from an emergency; and (ii) from which people are able to disperse after escaping the effect of an emergency to a road or open space (b) roadside or open space
Shall	Indicates that a statement is mandatory
Should	Indicates a recommendation
Significance	The importance of heritage that provides its principal meaning and value.
Single dwelling	(a) A detached house. (b) One or more attached dwellings, each being a building, separated by a fire-resisting wall, including a row house, terrace house, townhouse or villa unit
Symbolic landscape elements	Elements designed to interpret rather than replace former elements of the landscape. Examples include: symbolic fences, outline of the footprint of building A5 and a vegetation cover that demonstrates the footprint of the second cemetery.
Target market	The portion of the total visitor market that marketing and the product(s) is primarily designed to reach and satisfy. The target markets for each product are identified in a marketing plan.
Themes	The key characteristics of a site that summarise the content of interpretation and ensure that the interpretation is relevant to the site.
Tourism Optimisation	The model for which the Integrated Monitoring and Adaptive Management System is based upon for

Management Model	checking on the condition and health of environmental, cultural, social and economic indicators relating to the Quarantine Station site and the Q-Station operation.
Training exercise	An activity simulating an emergency event through activation of alarms and deployment of personnel, in order to — (a) review/test the planning process and procedures; (b) identify needs and planning inadequacies; (c) demonstrate capabilities and communication; and (d) foster working together as a team
Use	The functions, activities and practices that may occur at a place.
Visitor management plan	Plan containing policies, actions and procedures for bringing visitors to the site and managing them in a sustainable manner. Includes a Security Management Plan and an Emergency Management Plan. This plan was formerly named Visitor Access Strategy up until environmental approval in June 2003.
Visitor shuttle	Transport service that uses a driver and mini-bus or people mover to shift people around the Quarantine Station.
Workplace	See relevant Commonwealth, State and Territory Occupational Health and Safety statutes

1. Introduction

1.1 Background

Preparation of a Visitor Access Strategy

In January 2000 the NSW National Parks and Wildlife Service (DEC) signed a Conditional Agreement to Lease the Quarantine Station for the conservation and adaptive reuse of the site by Mawland Hotel Management (Mawland), subject to the outcome of an Environmental Impact Statement (EIS). One of the requirements of the Conditional Agreement to Lease was the preparation of a Visitor Access Strategy. During 2000, a Draft Visitor Access Strategy was submitted to the NSW National Parks and Wildlife Service (DEC) for review and feedback, and was given in-principle support. In 2001 the Draft Visitor Access Strategy was exhibited within the EIS, which received over 1,000 submissions, many of which addressed visitor access and visitor management. Feedback was received from organisations such as: the DEC, the NSW Department of Infrastructure, Planning NSW (now the NSW Department of Infrastructure, Planning and Natural Resources); NSW Heritage Council; Manly Council; and the State Transit Authority.

In 2002 a Commission of Inquiry was held into the environmental aspects of the Proposal, which attracted further submissions many of which addressed visitor access and visitor management. During this period, Mawland and the Minister for the Environment became co-proponents, and responded to the submissions by making many changes to the Proposal, including many changes to visitor access and visitor management. Further feedback through this process was received from organisations such as the DEC, Planning NSW, NSW Heritage Council and Manly Council. A revised description of the Proposal manifested in the Preferred Activity Statement (Manidis Roberts Consultants 2002).

In late December 2002 the Determining Authorities for the EIS produced a Draft set of Conditions of Approval for the Proposal, which included conditions relating to visitor access, security and emergency management. The requirement for a Visitor Access Strategy was further detailed in the Approval Conditions and an opportunity for public comment on these conditions was also provided. **Appendix A** details how this Plan complies with these Conditions of Approval.

Adaptation to a Visitor Management Plan

In early 2003, Mawland revised the Draft Visitor Access Strategy to take account of the changes to the Proposal detailed in the Preferred Activity Statement and the Final Conditions of Approval produced by the Determining Authorities. The title of the document was also revised to become a Draft Visitor Management Plan, to reflect the plan's increased emphasis on visitor management over visitor access.

This revised Plan was then re-submitted to the DEC and the NSW Department of Infrastructure, Planning and Natural Resources (formerly PlanningNSW) for comment, in mid 2003. Further feedback through this process was received and the Plan was revised once again. In early 2004 a revised Final Plan was submitted to the DEC and the NSW Department of Infrastructure, Planning and Natural Resources for approval, so that there would be policies and practices in place to manage visitors from commencement of the lease.

Implementation and review of the Plan

The Plan has been prepared to operate for up to five years, and off-site implementation actions will begin before the activation of the 21-year lease of the Quarantine Station and license to operate the Quarantine Station Wharf. There is a critical need for the activity to be prepared to manage visitors from the first day of commencement. It is therefore proposed to complete the implementation of Stage 1 actions three months after commencement of the lease and activity. Stage 2 would therefore start three months after commencement.

The Visitor Management Plan will be reviewed every five years.

- **Sections 1-5** of the plan will be reviewed in consultation with the NSW Heritage Council, Manly Council and the State Transit Authority.
- **Section 6** of the Plan (Security Plan) will be reviewed in consultation with the NSW Police.
- **Section 7** (Emergency and Evacuation Plan) will be reviewed in consultation with the NSW Ambulance Service, NSW Police and NSW Fire Brigades every five years after the commencement date for the duration of the activity.

The revised Visitor Management Plan will then be submitted to the DEC and the NSW Department of Infrastructure, Planning and Natural Resources for approval.

Plans related to this plan

A number of operational plans that relate to this plan are:

- an Interpretation Plan, as it details how visitors on tours will access all precincts;
- a Heritage Landscape Management Plan, incorporating an Inscriptions Management Plan, as it details the physical form of vehicle and visitor management facilities (eg. parking, traffic calming devices and fencing);
- an Integrated Monitoring and Adaptive Management System, as it details visitor monitoring and adaptive management measures; and
- a Marketing Plan, as it includes methods to attract people to use water-based access and shape realistic expectations for their visit.

1.2 Vision for the Quarantine Station

Mawland's vision for the Quarantine Station is to:

1. Create powerful experiences that connect the past to the present, for people to explore the future
2. Provide a haven for people to rejuvenate
3. Achieve conservation through use
4. Nurture a creative and innovative culture
5. Share the Quarantine Station adaptive reuse experience with others

Table 1.1 explains each element of this vision.

Table 1.1 Explanation of Mawland's vision for the Quarantine Station

Vision	Explanation
Create powerful experiences that connect the past to the present, for people to explore the future	We will position interpretation at the heart of our operation and weave it into every aspect of the site and its experiences. We will use interpretation to recapture the rich history of the Quarantine Station and transform it into a collection of powerful experiences that leave all visitors clearly moved. Our interpretive experiences will stimulate each visitor's senses, feelings, understanding and values. Our interpretation will make the Quarantine Station more relevant to contemporary issues that affect everyone. This approach should help our visitors not only understand the past, but offer them the opportunity to reflect on the present and talk about the future. Visitors will still think about the Quarantine Station the next day in the shower, and still talk about it the next week over dinner.
Provide a haven for people to rejuvenate	We will make the Quarantine Station a place for people to escape the hustle and bustle of working life, a haven where they can rejuvenate the mind, body and soul. We will create places of solitude, places to ponder and places for social interaction. We will create opportunities for people to find their own place to achieve their own style of rejuvenation. People will leave feeling refreshed and ready to re-enter their everyday life.
Achieve conservation through use	We will leave behind the traditional conservation philosophy and practice and interlink an avant-garde range of conservation perspectives and approaches. While conserving physical places and fabric, we will create greater emphasis on conservation through complimentary uses. We will emphasise influencing rather than controlling behaviour, and we will use monitoring and adaptive management before site hardening and regulation.
Nurture a creative and innovative culture	We will create and maintain a culture that leaves people feeling that they have been cared for in a professional and friendly way. Our culture will be a part of the overall image of the Quarantine Station and all of its business activity – made up of the personality and professionalism of our staff and the way they care for the site and its visitors. Our culture will be a critical part of our product, a critical part of people's lasting impression, and a critical part of word of mouth recommendations. Our Quarantine Station culture will be driven by five critical elements: <ol style="list-style-type: none"> 1. Professionalism that is reliable and flexible 2. Taking personal responsibility for personal service 3. Practicing the courage to be continually optimistic and innovative 4. Honouring and connecting the past to today 5. Demonstrating how conservation and business work together We will help every staff member adopt and enhance our culture, for the success of the business and for the growth of our staff.
Share the Quarantine Station adaptive reuse experience with others	We will respect and learn from our experience with the Quarantine Station. We will remember the lessons learnt from the long and complex leasing process, and the many solutions generated almost every day. We will share this experience with others who face similar challenges. We will encourage others to create similar dreams and we will help them make these dreams happen. We will leave a legacy of experience and achievements for others to benefit from.

1.3 Visitor management objectives

The purpose of this Plan is to provide policies and strategies that manage visitor access and behaviour in ways that support the following five objectives:

1. By year 5, attract up to half of all visitors to arrive by water
2. By year 10, achieve the minimalist traffic position for the site documented in the QSDACMP2001
3. By year 5, demonstrate equity of access to and within the site, consistent with heritage dispensation
4. Provide a level and range of visitor activity that assists people to sense the former operating environment
5. Minimise visitor impact upon the natural, cultural and social significance of the site, to predefined acceptable ranges

The essence of the visitor management approach will be to encourage minimal impact behaviour, monitor conditions, and only introduce stricter behavioural measures when they are essential to preserve the site's significance. **Table 1.2** provides a brief explanation of each objective, as well as performance indicators for each objective. These indicators have been transferred into the Integrated Monitoring and Adaptive Management System (IMAMS). The IMAMS coordinates the monitoring and adaptive management for environmental, cultural, social and economic conditions. Detail on performance ranges, monitoring methods and proposed adaptive management measures for each indicator can be found in the IMAMS (Mawland 2003). The following sections of the Plan provide policies and actions with timing for their implementation.

Table 1.2 Visitor management objectives and performance indicators for the adaptive reuse of the Quarantine Station (* denotes the indicator is formally monitored in the IMAMS)

Objectives	Explanation	Performance indicators
By year five, attract up to half of all visitors to arrive by water ¹	Arrival by water will assist to authenticate the experience, sensitise visitors to the site and reduce road traffic and its impacts	<ul style="list-style-type: none"> ▪ Annual proportion of total visitors who arrive by ferry service
By year 10, achieve the minimalist traffic position for the site documented in the QSDACMP2001	Minimal traffic within the site will assist to authenticate the experience, reduce noise and visual intrusions to the landscape, and minimise threats to Bandicoots	<ul style="list-style-type: none"> ▪ Annual number of vehicles entering the core precinct area*
By year 5, demonstrate equity of access to and within the site, consistent with heritage dispensation	Reasonable equity of access will need to be considerate of not impacting on heritage or the authenticity of the experience	<ul style="list-style-type: none"> ▪ Number of buildings able to provide disabled access entry (using Building Access Audit) ▪ Number of accommodation rooms able to provide disabled access entry (using Building Access Audit) ▪ Number of toilets able to provide disabled access entry (using Building Access Audit) ▪ Number of concessions-priced products purchased by visitors ▪ Number of languages spoken by customer service staff
Provide a level and range of visitor activity that assists people to sense the former operating environment	Matching visitor activity to similar levels during periods of quarantine will assist to authenticate the experience and set optimal conditions for minimising impacts	<ul style="list-style-type: none"> ▪ Monthly average number of people within the Wharf Precinct at anyone time (during peak periods)* ▪ Monthly average number of visitors on the site at any one time (during peak periods)*
Minimise visitor impact upon the natural, cultural and social significance of the site, to predefined acceptable ranges	Some degree of impact is associated with any visitation, so visitor management needs to deliver optimal, measurable conditions	<ul style="list-style-type: none"> ▪ Approximately 100 indicators to monitor the health of the natural and cultural environment ▪ Monthly average number of non-guided day visitors identified outside the Wharf Precinct* ▪ Monthly, proportion of visitors who can demonstrate an awareness of the Minimal Impact Code* ▪ Annual number of incidents of visitors breaking the Minimal Impact Code for Visitors* ▪ Number of cars in carpark (CP1, CP5 and overflow parking area) nearing 80% capacity ▪ Booked operations nearing 80% capacity ▪ Visitor behaviour across the site, particularly near sensitive areas such as the beach and inscriptions ▪ Number of visitors observed in restricted areas near active penguin burrows ▪ Training of staff and contractors about site sensitivity and minimal impact practices

¹ Also an Approval Condition 139 and 143

1.4 Staging of product

Table 1.3 Staging of products over first two stages of 5 (months 1 – 13)

Accommodation	End Stage 1 (0 – 4 mths)	Stage 2 (5 – 13 mths)	Stage 3 (14 – 19 mths)	Stage 4 (20 – 25 mths)	Stage 5 (26 – 31 mths)
Accommodation - Authentic un-refurbished	64	40			
Accommodation - Authentic refurbished		17	23	23	23
Accommodation - Parlour		6	22	22	22
Accommodation - Superior		9	19	19	19
Accommodation - Suites		13	20	20	20
Accommodation - Cottages		6	6	6	6
Total room stock	64	91	90	90	90
Staff Cottages	2	1	1	1	1
Conference and Functions Centre	End Stage 1 (0 – 4 mths)	Stage 2 (5 – 13 mths)	Stage 3 (14 – 19 mths)	Stage 4 (20 – 25 mths)	Stage 5 (26 – 31 mths)
Conferences, Functions and Food & Beverage					
Boilerhouse Restaurant					
Transport	End Stage 1 (0 – 4 mths)	Stage 2 (5 – 13 mths)	Stage 3 (14 – 19 mths)	Stage 4 (20 – 25 mths)	Stage 5 (26 – 31 mths)
People Mover					
Manly Shuttle Service		Month 5			
Ferry service		Month 5			
Storytelling tours	End Stage 1 (0 – 4 mths)	Stage 2 (5 – 13 mths)	Stage 3 (14 – 19 mths)	Stage 4 (20 – 25 mths)	Stage 5 (26 – 31 mths)
The QS Story (interim day)					
Ghost Tour					
Luggage Store Visitor Centre		Month 5			
40 Days storytelling tour (day)					
The Sixth Sense storytelling tour					
Ghost Boy storytelling tour (day)					
Defiance storytelling tour					
Special interest tour(s)					
The Other Side storytelling tour (day)					
Health Retreat & Courses	End Stage 1 (0 – 4 mths)	Stage 2 (5 – 13 mths)	Stage 3 (14 – 19 mths)	Stage 4 (20 – 25 mths)	Stage 5 (26 – 31 mths)
Health Retreat - SPA					
Special interest short courses					

2. Physical access to the Quarantine Station

2.1 Policies and actions to encourage and manage access by water

Policies

- a) Visitors will be offered the opportunity to access the Quarantine Station via water based transport as the best means of enhancing the quality of the arrival experience and minimising local road traffic.
- b) The Quarantine Wharf shall only be used for the casual berthing of the vessel *The Jenner*, or an appropriate vessel of similar dimensions or loadings, and in this respect unless a secondary approval is given by the relevant authorities the vessel:
 - shall dock at the head of the Wharf;
 - will not access the south-western side of the Wharf, parallel to Cannae Point; and
 - will not moor at the wharf during unsuitable weather events (strong winds, storms or large swells).
- c) When the ferry is unavailable for use (due to extreme weather events or maintenance) then the interim service will be replaced by:
 - an alternative vessel of similar size; or
 - a shuttle bus from Manly.
- d) There will be no access to the wharf by recreational or commercial vessels unless previously assessed and approved by the relevant authorities. Any unauthorised vessels will be instructed to depart the wharf immediately, and if this is unsuccessful, the NSW Water Police will be contacted.
- e) Visitor access to Quarantine Beach by water will be permitted up to the mean high water mark (boundary of the lease area). Access beyond this point will be limited to people seeking one of the proposed experiences.

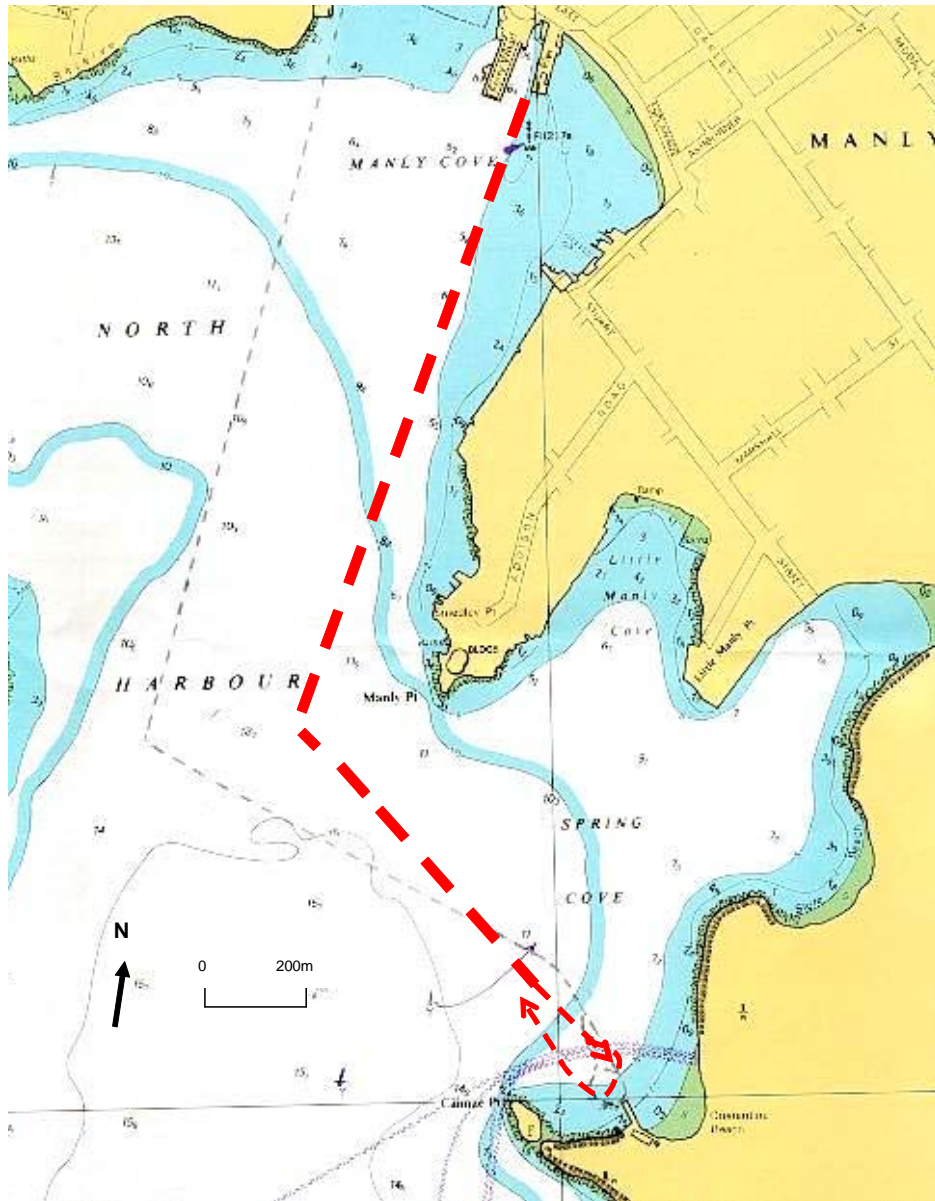
Action Plan

Table 2.1 Action plan to provide and manage access to the site by water

Actions	Explanation	Timing
The DEC to provide a sub-lease for sole operation and ongoing maintenance responsibility for the Quarantine Wharf	The sub-lease will be a component of the overall lease	Stage 1 (0 – 4 months) During the finalisation of the lease
Lodge an Application for Construction of Waterside Structures (for Quarantine Wharf) to the Waterways Authority for approval	See Appendix B for details of the assessment works and conditions associated with the Application. The application must be submitted to the Heritage Advisor for endorsement prior to lodgment with the Waterways Authority	Stage 1 (0 – 4 months)
Service and curate the Jenner (or equivalent) vessel ready for operation	See Appendix B for further detail	Stage 1 (0 – 4 months)
Sign a lease for a wharf at Manly and submit to the DEC and the NSW Department of Infrastructure, Planning and Natural Resources (formerly PlanningNSW)	The lease will include nature of access, a contribution to wharf upgrading, signage to assist passengers find the ferry, and rental payments	Stage 1 (0 – 4 months) Within four months of a lease being signed
Prepare a wharf in Manly for use by the ferry service	Wharf repairs / alterations may be required	Stage 1 (0 – 4 months)
Contract a business to operate the ferry service	The business will need to provide two alternating skippers (each with a coxswain licence), passenger service, refuelling and maintenance. The route of the ferry will be consistent with Figure 2.1 , and the arrival and departure from Quarantine Wharf will be generally consistent with that presented in Appendix B (allowing for unexpected variations in weather and water conditions, and the unexpected presence of other vessels).	Stage 1 (0 – 4 months)
Incorporate a sign on the Jenner identifying it's linkage to the Q-Station experiences	To increase use of the Jenner over road access, install a sign on the Jenner that visitors on Manly Wharf can read as the boat approaches and departs, that identifies the ferry service and its linkage to the Q-Station	Stage 1 (0 – 4 months)
Promote access by water in major marketing collateral about the Q-Station experience	To increase use of the Jenner over road access, promote water based access in major collateral such as the website and storytelling tour brochures	Stage 1 (0 – 4 months) onwards
Seek packaging of the Jenner ferry service with the Manly Ferry service	To increase use of the Jenner over road access, approach Sydney Ferries to package their ticket to Manly with a Jenner ticket to the Quarantine Station	Stage 1 (0 – 4 months)
Seek packaging of the Jenner ferry service with Manly carpark operators	To increase use of the Jenner over road access, approach operators of carparks at the Manly Wharf and immediate environs to package the cost of parking with the cost of a return trip on the Jenner	Stage 1 (0 – 4 months)

Seek local tourism promotion of access by water over independent car access	To increase use of the Jenner over road access, approach Manly Tourism, major Manly accommodation providers and attraction operators to request that they promote access by water as part of a visit to the Quarantine Station (use the Manly Chamber of Commerce to widen the reach)	Stage 1 (0 – 4 months)
Conduct periodic skits to promote the Q-Station storytelling tours and access by water	To increase use of the Jenner over road access, approach Manly Council to permit occasional skits (mini-performances) of the Q-Station tours and the Jenner experience	Stage 1 (0 – 4 months) onwards
Upgrade the Quarantine Wharf to a standard needed to operate the ferry service	The upgrades needed are identified in Appendix B	Stage 2 (5 – 13 months)
Install a sign indicating that the wharf is not available for private access or mooring	All signs are documented in the Sign Plan (Interpretation Plan)	Stage 2 (5 – 13 months)
Train the ferry staff to provide an introduction to the Quarantine Station	The introduction will need to mix interpretation of the former arrival experience with some minimal impact code criteria and an orientation to the Wharf Precinct	Stage 1 (0 – 4 months)
Activate the Jenner ferry service between Manly and Quarantine Wharf	Activation needs to await the completion of works to the vessel, completion and operation of the visitor centre and the introduction of the first new tour. See Appendix B for more detail on route and services	Stage 2 (month 5)
Assist visitors utilise the Manly Ferry to reach Manly	Provide a link between the Quarantine Station website and the Sydney Ferries website containing the ferry timetable to between Circular Quay and Manly	Stage 2 (5 – 13 months)
Liase with the Waterways Authority and NSW Fisheries to assist them identify options for restricting or discouraging private boat mooring in the immediate vicinity of Quarantine Beach.	As minimum options should be considered for restricting or discouraging mooring over the patchy seagrass area (see Figure 1, Appendix B). Assist the Waterways Authority and NSW Fisheries to identify other relevant stakeholders to consult.	Stage 3 (14 – 19 months)
Investigate the potential to expand water-based access beyond the ferry service	Focus on an existing ferry and / or cruise operator, forecast the scale of the service and assess potential environmental impacts (see Appendix C for detail on potential services to investigate). If the investigation proves demand is warranted and environmental impacts are acceptable, apply for an approval	Stage 3 (14 – 19 months)

Figure 2.1 Proposed routes of the ferry service between Manly and Quarantine Wharf (dependent upon final choice of wharf in Manly)



2.2 Policies and actions to manage access by road

Policies

- a) No visitors (day visitors or guests) will be permitted to tour the site using their own vehicle and will be encouraged to tour the site as part of an organised tour.
- b) Vehicular access into the site will only be granted to recognised staff, accommodation guests, service and delivery personnel, those transporting disabled visitors and emergency services.
- c) All vehicles driving within the Quarantine Station must not exceed 15 km/ph at any time. This will be promoted through visitor management signage (within 3 months of the beginning of operations), traffic calming devices and the Minimal Impact Code for service and delivery drivers.
- d) An interim parking arrangement will be established during the two stages of constructing car parks CP1 and CP5. Prior to the construction of CP1, day visitors will park their cars along the road between the first junction and CP5 entrance. Prior to the construction of CP5, overnight guests will continue to park behind P10a, P36, and at the end of P10 and of P12.
- e) Following car park construction, day visitors will park their vehicles in CP1 and not drive beyond the entrance gate (see **Figures 2.3 and 2.4**). Day visitors will not walk into the site but use a free visitor shuttle to access the Wharf Precinct and return to CP1.
- f) Following car park construction, guests will park in CP5 (see **Figure 2.4**) and when this is full additional guest vehicles will park in CP1.
- g) Staff and business visitors will park in CP1.
- h) For the first five years of the operation, guests will be permitted to drive into the Administration Precinct and temporarily parallel park in the Administration car park (the existing car park area in front of A1) for up to 10 minutes in order to check in and out of their accommodation. During this time, practical measures will be undertaken to reduce the proportion of private vehicles entering the site to 50% (such as the operation of the proposed ferry service, if this proves insufficient, the application for additional water based access) and efforts will be ongoing. A valet service will operate to transfer parallel parked guest vehicles from the administration carpark to the main guest carpark (CP5) in order to limit unnecessary guest traffic around the site.
- i) During the second five years of operation, guest traffic use of the Administration carpark will be reduced so that:
 - within 7.5 years of the operation, peak usage levels² have decreased by 50%; and
 - within 10 years of the operation, there is no further usage.See **Table 2.1** referring to increased water access over time.
- j) Illegally parked vehicles will be managed according to the severity of the situation, which will range from warning notices to tow away.
- k) Until the completion of CP1, interim parking measures will be established for buses on the verge alongside A26 (refer **Figure 2.4**). Coaches may drop off visitors at the entrance to the site or in CP1 and park at an off-site location.
- l) Following the construction of CP1, buses and coaches may drop off visitors at the entrance of the site or in CP1, and park either in CP1 or in an area outside of the lease area.
- m) Taxis and airport shuttle buses are classed as a form of guest vehicle and will be permitted to access the same areas and then drop off and pick up:
 - day visitors at the waiting shelter (building A26); and
 - overnight guests at the Administration car park.

² Peak usage of the Administration carpark will not be reached until all accommodation rooms have been adapted, made operational and able to achieve targeted occupancy levels

- n) Visitors will not be permitted to ride their bicycles beyond A26. Visitors will be permitted to arrive by bicycle, providing they secure their bicycles at CP1 (prior to the construction of CP1 – secured to the CP1 fence) and move through the rest of the site on the people mover.
- o) If special events require more parking than can be provided by CP1 and CP5, an overflow parking area along the road between the first junction and CP5 entrance can be activated for up to 50 cars.

Figure 2.2 Designated principal routes to access the Quarantine Station by road



Figure 2.3 Site plan, featuring traffic barriers and access routes



Figure 2.4 Site plan, featuring building numbers, carpark and symbolic precinct fences



Action Plan

Table 2.2 Action plan to manage access by road

Actions	Explanation	Timing
Brief drivers of Manly Warringah Cabs on vehicle access and drop-off points for day visitors and guests, and best practice to avoid Bandicoots	Provide drivers with a supporting note sheet and map of the lease area, road system and drop off points	Stage 1 (0 – 4 months)
Partner with a mini-bus operator to provide transport to the site	See Appendix D for details on mini bus and service	Stage 1 (0 – 4 months)
Train visitor shuttle drivers in specialised customer service and introductory interpretation	Train all drivers to provide customer service that manages the visitor and guest inconvenience expressed when using the shuttle. Train all drivers to provide a brief explanation to passengers about the precinct access policies and Visitor Centre as the source for inquiries	Stage 1 (0 – 4 months)
Commence operation of visitor shuttle within the site by mini-bus	See Appendix D for details on the visitor shuttle and people movers	Stage 1 (0 – 4 months)
Install traffic calming devices	Traffic calming devices are to be located between building A26 and CP5; between building S12 and S5; and between building A26 and building A23 (not between building S15 and building P13)	Stage 1 (0 – 4 months)
Install five traffic barriers to limit vehicle access to the Administration Precinct	See Figure 2.3 for location of barriers. The barriers will comprise of boom gates and removable bollards positioned wide enough apart for the people movers (and too narrow for a standard vehicle) to pass through. The precise location and design will be documented in the Heritage Landscape Management Plan.	Stage 1 (0 – 4 months)
Establish interim parking for day visitors	During construction of Stage 1 of CP1, all day visitors will park in the area designated as overflow parking (along the left hand side of the road between the first junction and S14). These visitors will exit the site by turning right at the junction of building S6 and right again at the junction of S5. This will require a temporary barrier outside the junction of S12 and interim signage at the 2 junction turns. Interim signage will direct visitors to return to the waiting shelter to be transferred by shuttle into the site.	Stages 1 – 2 (0 – 13 months)
Establish interim parking for buses until CP1 is completed	This action requires utilisation of an existing cleared area along the road edge adjacent to Building A26. No clearing is required but some reinforcement of the road edge may be.	Stages 1 – 3 (0 – 19 months)
Jointly determine with the DEC how to manage illegally parked vehicles, and establish the authority to respond accordingly	Options include: a warning notice to move to a formal parking area within a short period of time, wheel clamping, fine or removal from the site. Arrange during the lease negotiation	Stage 1 (0 – 4 months)
Install tourist directional signage from Manly to the Quarantine Station entrance	Install signage through Manly at the corner of (a) The Corso and Darley Road, and (b) the corner of Ashburner St and Darley Road to direct traffic efficiently to the Quarantine Station.	Stage 2 (5 – 13 months)
Construct Stage 1 of CP1	Stage 1 will provide 60 car spaces. Appendix E provides maps of the proposed car parks. CP1 will also provide space for 10 bicycles as well as parking for motorcycles. Figure 2.4 shows the location of CP1.	Stage 2 (5 – 13 months)
Construct Stage 1 of CP5	Stage 1 will provide 43 spaces. Appendix E provides maps of the proposed car parks. Figure 2.4 shows the location of CP5.	Stage 2 (5 – 13 months)
Convert building A26 into a visitor waiting area	The waiting area will require recognition, seating and introductory displays (addressed in the Interpretation Plan)	Stage 2 (5 – 13 months)
Establish building A23 as facility for storing guest baggage	Guests and porters to unload baggage into A23 as day storage as part of the valet system or if checking out of rooms but staying for the day. Transfer some of the baggage racks removed from A14-17 (to establish the visitor centre) into A23	Stage 2 (5 – 13 months)
Establish a valet and porter service for guests	The valet service is to drive guest vehicles to the parking area once the guest has checked in at reception. The Porter service is to assist in the transfer of baggage and escort guests to their guest rooms and, giving them an introduction to the site and their rooms	Stage 2 (5 – 13 months)
Purchase three people movers to provide transport within the site	See Appendix D for detail on people movers	Stage 2 (5 – 13 months)
Provide a mini-bus shuttle service from Manly to the Quarantine Station	The service must complement but not compete with the ferry service. When the ferry is unable to operate, additional services will be run that include a stop at Manly (where ferry passengers would normally wait)	Stage 2 (5 – 13 months)
Activate the offering of local airport shuttle businesses	To reduce traffic, emissions and fuel consumption, contact local airport shuttle services to provide a service from the Quarantine Station to Sydney Airport (such as Manly Airport Bus and Northside Shuttle)	Stage 2 (5 – 13 months) Once accommodation is receiving FIT guests
Expand the western side of the entrance roundabout to provide an adequate set down area for buses and coaches	Requires an investigation in Stage 1 and works to be synchronised with CP1 construction Stage 1. Responsibility of the DEC as it is outside the lease area but within the national park.	Stage 2 (5 – 13 months)

Table 2.2 (cont) Action plan to manage access by road

Actions	Explanation	Timing
Shift from interim parking to Stage 1 parking	No further use of overflow parking by guest vehicles, who will commence parking in CP5	Stage 3 (14 – 19 months)
Construct Stage 2 of CP1	Appendix E provides maps of the proposed carparks. When completed, CP1 to cater for up to 120 day visitor and guest vehicles. Figure 2.4 shows the location of CP1.	Stage 3 (14 – 19 months)
Construct Stage 2 of CP5	Appendix E provides maps of the proposed carparks. When completed, CP5 to cater for up to 56 guest and staff vehicles. Figure 2.4 shows the location of CP5.	Stage 3 (14 – 19 months)
Convert visitor shuttle bus service from mini-bus to people movers	Visitor shuttles to transport visitors from the waiting shelter to the Wharf Precinct, with a stop outside the accommodation reception building (see Appendix D for more detail)	Stage 3 (14 – 19 months)
Re-establish interim parking arrangements for day visitors	During construction of Stage 2 of CP1, all day visitors will park in the area designated as overflow parking (along the left hand side of the road between the first junction and S14)	Stage 3 (14 – 19 months)
Shift from Stage 1 parking to final parking arrangements	CP1 to cater for up to 120 day visitor and guest vehicles and CP5 to cater for 56 guest and staff vehicles	Stage 4 (20 – 25 months)
Shift from interim bus parking to final bus parking arrangements	After the completion of CP1 buses will either park in CP1 or in a designated parking area outside the lease area (the preferred scenario).	Stage 4 (20 – 25 months)
Introduce a parking fee for CP1 and CP5	The parking fee will help to stimulate interest in using water over road access. The income will be used to subsidise the operation of the lower impact and more authentic ferry service (running the ferry, utilising a wharf at Manly, providing a shuttle service and parking coaches off site). CP1 will have one ticket machine that accepts notes and coins to produce tickets for display. CP5 will require charging to the guest account	Stage 4 (20 – 25 months) onwards
Provide staff maintenance and cleaning vehicles with a key to release the traffic barriers	The regular movements of maintenance vehicles require a simple method to pass through the traffic barriers that cannot be triggered by others	Stage 4 (20 – 25 months)
Install a communication system to assist delivery vehicles through the traffic barriers	The communication system should be linked to the reception service for the barrier restricting access to the Wharf Precinct (to allow delivery vehicles to enter)	Stage 4 (20 – 25 months)
Commence use of designated area for overflow parking for events	Overflow parking to be provided on the left-hand side of the road from the entrance junction to building S14. Overflow parking use for up to four special events and two community days per annum. Visitors parking in the overflow area will be directed to walk back to the waiting shelter for transportation into the site via the people mover.	Stage 4 (20 – 25 months)
Introduce a retail voucher from return ferry tickets	To stimulate interest in using water over road access, charge a fee for a return ferry trip and convert it into a spending voucher at the visitor centre	Stage 5 (26 – 31 months)
Investigate alternatives to reduce guest traffic within the site	Alternatives could include: establishing a pre-check-in service near CP1; transferring the check in parking from the existing Administration carpark to the area behind building P2; making CP5 for staff parking only, CP1 for overnight and day use parking, and establishing an overflow parking area off-site; and making CP5 for staff parking only, CP1 for overnight and day use parking, and decommissioning the lower reservoir to become an overflow carpark.	Stage 5 (26 – 31 months)
Provide a link between the Q-Station website and the State Transit website to promote bus travel over private vehicle	Provide a link between the Q-Station website and the State Transit website containing the bus timetable to the Quarantine Station	Stage 5 (26 – 31 months)
Shift two road barriers to further reduce traffic within the core part of the site	Shift road barrier below building S2 and building A23, and road barrier adjacent to A1, to a position adjacent to building A18 (or to a suitable location east of building A18).	Years 5 – 10
Consult with other North Head land managers regarding options for off-site parking to handle coaches and busses and event driven overflow of cars (which can all be anticipated)	To minimise requirements for on-site parking, explore the potential for cooperative parking arrangements with other sites on North Head. Provide a mini bus shuttle service to transport visitors between the parking area and the lease area. Report the outcome of these discussions in the annual environmental report.	Yearly

3. Visitor management within the Quarantine Station

3.1 Policies and actions to reintroduce the precinct access system

Policies

- a) The precinct boundary system will be reintroduced in order to assist the management of visitor movement throughout the site with the use of symbolic fences and interpretive signs (see Figure 2.4 for symbolic fence locations and Appendix E for sign locations). All visitors and guests will be introduced to this precinct access system upon arrival at the Quarantine Station.
- b) All visitors will be able to access other precinct areas when escorted by an authorised guide.
- c) Day visitors will be able to independently access the Wharf Precinct (focussing in the visitor centre, inscriptions and restaurant) but will not be permitted to explore other precincts without a guide, and will not be permitted at all purely to access the Quarantine Beach.
- d) Overnight guests will be able to independently access all precincts, but not venture inside buildings that are not a part of their experience. They will be encouraged to explore the site with a guide as a superior way to experience the place over independent access.
- e) Pedestrian access routes still present in the early Aviation Phase (between the years of 1950-1983) will be restored, maintained and promoted. New pedestrian routes will not be developed when a historic route nearby would suffice, unless it is essential to minimise visitor risk or impacts. Pedestrian pathways which require native vegetation trimming or removal may require further environmental impact assessment prior to approval being given for their construction.

Action Plan

Table 3.1 Action plan to reintroduce the precinct access system

Actions	Explanation	Timing
Write into the Landscape Plan Brief the examination of reinstatement of former intra-precinct walking tracks around the site	Historically there was a road across the P27 foreground up to P22, and a track from A1 up to A20 (see the Heritage Landscape Management Plan) facilitating more direct pedestrian access between buildings. Physical implementation to be identified in Landscape Plan.	Stage 1 (0 – 4 months)
Produce interpretive displays explaining and pictorially representing the precinct access system	Install the displays inside buildings A26 Waiting Shelter and A14-17 Baggage Store Visitor Centre	Stage 1 (0 – 4 months)
Produce a map showing the precinct access system for different user groups	The map should show the precincts, buildings and shaded access areas. It should also show pedestrian routes, such as roads and walking tracks.	Stage 2 (5 – 13 months)
Train check in staff to outline the precinct management system to guests	As part of the brief outline, provide a map showing the precincts, buildings and shaded access areas	Stage 2 (5 – 13 months)
Train ferry operators to outline the precinct management system to passengers	Focus on day visitors not leaving the Wharf Precinct, the reason why, and the approximate location of the Wharf Precinct	Stage 2 (5 – 13 months)
Train visitor shuttle drivers to outline the precinct management system to passengers	Focus on day visitors not leaving the Wharf Precinct, the reason why, and the approximate location of the Wharf Precinct	Stage 2 (5 – 13 months)
Train staff to monitor and respond to the precinct management system	Train all visitor services staff, contracted guides, site manager and hotel manager to approach visitors meandering outside the Wharf Precinct and not wearing a Q-Station pendant, to identify if they are a day visitor and request them to return to the Wharf Precinct if they are	Stage 2 (5 – 8 months)
Introduce a limited form of independent access to the Wharf Precinct	Limited form likely to be kept to weekends, public holidays and school holidays, with a limited people mover at designated times. Accommodation guests likely to remain group based until month 9 or 10 when the restaurant and significant proportion of ensuites are available	Stage 2 (5 – 13 months)
Shift from limited to full independent access to the Wharf Precinct	Expansion to link in with the introduction of accommodation providing rooms for Free Independent Tourists rather than just groups	Stage 2 (9 – 10 months)
Provide a Q-Station pendant for guests to wear when they walk about the site	The pendant will assist staff to identify guests from day visitors (and thus any day visitors breaking the rules of the precinct access system), and could be shaped as a lifebuoy	Late Stage 2 / early Stage 3 (10 – 19 months)
Install a series of simple fences to symbolically separate precincts at the boundaries where roads and walking tracks pass through them	The fences should be 5m either side of the roads and tracks (see Figure 2.4 for a map presenting the location of the sections of symbolic fences)	Stage 3 (14 – 19 months)
Produce interpretive signs explaining and pictorially representing the precinct access system	Install the signs: alongside the symbolic precinct fences (see the Sign Plan within the Interpretation Plan)	Stage 3 (14 – 19 months)

3.2 Policies and actions to set and manage visitor capacity

Policies

- a) Management by capacity limits will only be used as an extension to the primary visitor management methods proposed in this Plan (such as precinct access and minimal impact codes).
- b) Management by capacity will avoid setting any limit that is based on a period of time (day, week, month year etc), and instead use an optimum and maximum number of visitors at any one time.
- c) The initial formation of an optimum and maximum number of visitors at any one time will be sourced from the former social conditions when the site was being operated as a quarantine station.
- d) Until monitoring justifies seeking approval for change, the following capacities will apply;
 - an optimum capacity of up to 315 visitors and staff on the site at any one time, for most of the time, with measures to respond as visitation nears and reaches this (see **Appendix G** for response measures and details on draft operating and precinct capacities)
 - a maximum capacity of 450 visitors and staff to be on site at any one time, with measures to respond as visitation nears and reaches this (see **Appendix G** for response measures and details on draft operating and precinct capacities)
 - the maximum number of visitors on night tours at 100 people and three groups on site at any one time (use booking system to monitor and the integrated monitoring and adaptive management system to review the limit as part of the five year audit)
- e) To assist, prepare for and manage visitation that is approaching capacity, day to day visitation will be forecast by combining the reservations system and a proportional estimate of non-booked visitors. The estimate will be derived using physical counts of arrival and departures, and applied on peak days when forecasts are expected to approach limits (see **Appendix F** for past and forecast visitation).
- f) On peak days where visitation is forecast to approach or exceed capacity limits, advise key operations staff and prepare 'visitor holding patterns at entry points' (similar to the nightclub system) where guests are advised and entertained while awaiting visitors to leave.
- g) Booking will be essential for Community Days, special events and anticipated high visitation days (such as public holidays), non-booked visitors may be turned away (see **Appendix G**)

Action Plan

Table 3.2 Action plan to set and manage visitor capacity

Actions	Explanation	Timing
Adjust the reservations system to be able to forecast the number of booked guests on site at any one time	The system should be able to provide daily forecasts and peak periods of guest visitation	Stage 1 (0 – 4 months)
Commission visitor research to supplement the reservations system and in determining the number of visitors on site at any one time.	The research should develop a method to record visitors (non-guests) arriving and departing the site during peak periods (eg. when the site is most likely to approach 315 and 450 at any one time). The technique should provide a simple way to differentiate and count these visitors and integrate them into the reservations system, to provide a total count. The research should also use observations to determine the average number of persons in cars to adjust the car count data into the number of visitors entering by road.	Stage 1 to 2 (0 – 9 months)
Install a two-way traffic counter underneath the road outside building S7	The counter should be capable of recording the number of cars versus trucks and buses, time of count and speed	Stage 2 (5 – 13 months)
Commission a visitor research project to assess visitor satisfaction at varying crowding levels	Assess and contrast visitor satisfaction among the target markets: when there are between 315 and 350 visitors on site at any one time; and when there are between 350 and 450 visitors on site at any one time. Delivery via one or more supervised tertiary or post graduate students	Stage 4 (20 – 25 months)
Commission a research project to consider the justification for increasing the night tour capacities	The research should also identify any potential impacts on the Long Nosed Bandicoot population and on the significance of the site. Delivery via one or more supervised tertiary or post graduate students	Stage 5 (26 – 31 months)

3.3 Policies and actions to promote minimal impact codes

Policies

- a) To manage the extreme sensitivity of the site and ensure a peaceful experience for visitors, there will be an emphasis on minimal impact behaviour and monitoring conditions, with stricter measures only implemented when they are essential to preserve the site's significance:
 - visitors will be asked to voluntarily follow a minimal impact code;
 - guides, staff and operators will be required to follow a minimal impact code;
 - vessels visiting the Quarantine Station will be asked to voluntarily follow a minimal impact code; and
 - construction workers, delivery vehicles and service contractors will be asked to voluntarily follow a minimal impact code.
- b) All visitors will be made aware of the minimal impact code when entering the site and will be reminded of it while moving around the site. An interpretation of the minimal impact code will be given to visitors on the people mover and those arriving on the ferry service. The code will also be explained to guests using accommodation.
- c) Compliance with the minimal impact codes will be informally monitored by staff, and DEC staff will be notified of breaches that cause an impact.
- d) Minimal Impact Codes have been prepared and are included in **Appendix H** (visitors and guests), **Appendix I** (storytelling tour guides), **Appendix J** (vessels), and **Appendix K** (construction workers service/delivery drivers).

Action Plan

Table 3.3 Action plan to promote minimal impact codes

Actions	Explanation	Timing
Include the minimal impact code for visitors in entry and precinct signs	See the Sign Plan for sign detail and locations (within the Interpretation Plan)	Stage 1 (0 – 4 months) as part of sign plan implementation
Produce a flier outlining the minimal impact code for visitors	The flier should feature the code on one side and a map with the precinct system on the other. Make the flier available in the visitor centre, guest rooms (as part of a compendium) and on the back of the restaurant menu. Provide a copy of the flier to all drivers of regular service and delivery vehicles	Stage 1 (0 – 4 months)
Produce a display featuring the minimal impact code for visitors as part of the visitor centre	See the Sign Plan within Interpretation Plan for detail	Stage 2 (5 – 13 months)
Commission a research project to evaluate the codes	The research should identify visitor awareness of the code and identify the most successful ways of communicating the code to the various visitor markets. Delivery via one or more supervised tertiary or post graduate students	Stage 5 (26 – 31 months)

3.4 Site hardening and visitor protection works

Policies

- a) Night tours are to be undertaken on formed roads, paths or the funicular stairway, unless part of an approved special interest tour. At the conclusion of any night tours on site, arrangements are to be made to transport visitors in an orderly manner from the conclusion point of the tour to:
 - the accommodation area for guests staying overnight;
 - the relevant car park for visitors who are leaving the site by car; or
 - the Wharf Precinct for those departing on the ferry.
- b) Sites that are in areas of major visitor activity and prone to visitor impact will be protected by keeping visitors physically separated from the significant part of the site through the construction of subtle barriers or hardened surfaces, and through controlled tour group numbers.
- c) Maintenance staff and tour customers entering Eastern Suburbs Banksia Scrub will spray their shoes with disinfectant to minimise the potential spread of *Phytophthora* (die back).
- d) Simple interpretive signs will be installed at sites or along the entrance to sites where visitor access has been restricted due to site sensitivity, wildlife habitats and the safety risk to visitors to explain why access is limited and request visitor's cooperation.
- e) Fencing will be used to limit visitor access to sensitive areas when no other option (such as interpretation) is likely to succeed.
- f) Public access and promotion of Aboriginal sites will not be permitted without the permission of the Metropolitan Local Aboriginal Land Council (MLALC) and DEC.
- g) Access to the Second Cemetery will not be provided until a means of symbolically presenting the scale of death and cultural landscape can be reconciled with limitations on vegetation management imposed by approval agencies.
- h) Special events or functions held outdoors will be focussed on:
 - the Wharf Precinct (particularly Quarantine Beach, Quarantine Wharf, A5 footprint and the rear of A9);
 - the grassy slopes west of H2 and H3;
 - the Third Class Precinct (streetscape between P27 and P22); and
 - the grassy area between S14/A24 and pine arboretum.
- i) Special events or functions held at or after sunset will avoid high-use bandicoot foraging habitat (ie. those locations identified in Illustration 15 in the QSDACMP 2001) and where possible, avoid those areas identified in any revised habitat assessment.
- j) Special events or functions held within the Wharf Precinct after sunset will be conducted indoors (with the exception of the outdoor eating area).

Action Plan

Table 3.4 Action plan to harden and protect sensitive sites

Actions	Explanation	Timing
Insert into the Landscape Plan the installation of low level lighting into the base of the inscriptions protection fence	The lighting should slowly phase on and off so that the light is not continuous in any one area but moves about the full area, however limited to the lower wharf precinct section (see Heritage Landscape Management Plan)	Stage 1 (0 – 4 months)
Insert into the Landscape Plan the installation of a base grade of lighting along the main pedestrian routes	The lighting will serve as a security and safety measure along the main pedestrian routes, and could be solar powered and / or activated by approaching pedestrians	Stage 1 (0 – 4 months)
Insert into the Landscape Plan the installation of plantings parallel with the upper section of the wharf precinct inscriptions (past A9)	Plants that effectively screen and form an informal boundary between the road and the upper section of inscriptions, with no fence or lighting (see Heritage Landscape Management Plan).	Stage 1 (0 – 4 months)
Insert into the Landscape Plan the construction of a stairway over the section of funicular that links the Wharf Precinct with the First Class Precinct	To act as an interpretive platform for storytelling tours, the stairway requires two landings on the northern side of the stairway for groups of up to 15 persons	Stage 1 (0 – 4 months)
Insert into the Landscape Plan the installation of plantings parallel with the upper section of the wharf precinct inscriptions (past A9)	Provides break-out space for conference groups in A2 and reflects previous use as a recreational space	Stage 1 (0 – 4 months)
Insert into the Landscape Plan the construction of a stairway over the section of funicular	Purpose is to link the Wharf Precinct with the First Class Precinct	Stage 1 (0 – 4 months)
Install signs advising visitors not to proceed along the track to Old Mans Hat or the Second Cemetery	Documented in the Sign Plan within the Interpretation Plan. Implement following approval of outdoor sign guidelines. Content acknowledges safety risks and sensitivity of the sites. Signs to be installed inside track entrance to avoid identifying the track	Stage 1 (0 – 4 months)
Install a barrier between the outdoor eating area and cliff-face	The barrier should be designed to restrict visitor access to potential Penguin breeding habitat and maintain access for Little Penguins	Stage 1 (0 – 4 months)
Install a fence at the northern end of Quarantine Beach	The fence should be designed to restrict visitor access to potential Little Penguin habitat and maintain access for Little Penguins. Supporting signage is documented in the Sign Plan (see Interpretation Plan)	Stage 1 (0 – 4 months)
Install a fence near the south-west end of building A14-17	The fence should be designed to limit public access to Cannae Point. The precise location and design of the fence shall be determined in consultation with the MLALC and DEC and maintain access for Little Penguins. Supporting signage is documented in the Sign Plan (see Interpretation Plan)	Stage 1 (0 – 4 months)
Install a fence at the southern end of Quarantine Beach	The fence should be designed to restrict visitor access along the rocky foreshores. Supporting signage is documented in the Sign Plan (within the Interpretation Plan)	Stage 1 (0 – 4 months)
Introduce disinfectant spray on the soles of anyone entering the Second Cemetery	The Second Cemetery contains Eastern Suburbs Banksia Scrub that is susceptible to Phytophthora	Stage 1 (0 – 4 months)
Install a gate and visitor management signage at the entrance to the Second Cemetery that excluding unescorted access	The gate is detailed in the Heritage Landscape Management Plan, and signage is detailed in the Sign Plan (Interpretation Plan).	Stages 1 – 2 (0 – 13 months)
Consolidate historic informal access routes into formal pedestrian routes by hardening their surface	Hardening is required to minimise visitor risk and visitor impact. Most pedestrian access will remain based on road systems except where there is a concentration of vehicle use or unavoidable visitor impact from informal routes. Existing formal routes are between the Wharf, Hospital and Isolation Precincts. Proposed routes to be consolidated are between S2 and S12, between P18 and P22 and along the funicular stairway (see action below)	Stages 1 – 3 (0 – 13 months)
Utilise temporary signage during penguin breeding season on Quarantine Beach (July to February inclusive)	A temporary sign on Quarantine Beach above the high water mark will be displayed between sunrise and sunset during breeding seasons prohibiting access to the northern part of Quarantine Beach	Stage 2 (5 – 13 months)
Construct a simple fence parallel with the main inscriptions at the Wharf	The fence would be constructed consistent with the QSDACMP2001, and be approximately one metre high and at least one metre from the cliff-face where the inscriptions are located. Works are detailed in the Heritage landscape Management Plan	Stage 2 (5 – 13 months)
Re-route the last few metres of walking trail that leads from the Wharf Precinct to Hospital Precinct	The re-route should be designed so that the inscriptions fence incorporates the full set of inscriptions	Stage 2 (5 – 13 months)

4. Equity of access

4.1 Policies and actions to enhance the range of visitors accessing the site

Policies

- a) Until the traffic barriers, people mover and Visitor Centre are operational at the start of Stage 2, maintain access by booking as the principal form of entry.
- b) Provide experiences that do not require pre-booking and can thus attract spontaneous visits to the site (after opening of traffic barriers, people mover and Visitor Centre in Stage 2).
- c) Provide regular public tours of the site during publicly accessible periods including weekends and public holidays.
- d) Provide experiences that attract a wide range of visitors (compared with the former DEC operation) and specifically:
 - represent a wider range of tours, over a longer period of each day;
 - provide opportunities for interpreting and learning about the Quarantine Station;
 - provide opportunities for relaxation and rejuvenation;
 - provide opportunities for eating and socialising;
 - provide opportunities for public visitation and community involvement during programs of archaeological works, and invite students / volunteers to participate;
 - provide opportunities for school groups to have access to the site without the need to stay overnight;
 - provide opportunities for overnight education programs (in addition to day visits); and
 - provide opportunities for overnight visitor accommodation for independent and group visitors.
- e) Adapt the Quarantine Station to provide a reasonable level of equitable physical access to the site so that visitors can interpret its significance, while maintaining and conserving the significance of the site.
- f) Conduct special events as a means of interpreting the site and attracting sectors of the community not already visiting the Quarantine Station.
- g) All special events will be published in a calendar of events for the Q-Station, which will be distributed as part of a Q-Station newsletter to the guest mailing list and advertised through other channels.

Action Plan

Table 4.1 Action plan to enhance the range of visitors accessing the site

Actions	Explanation	Timing
Install a bike rack for 10 bicycles within CP1	The bike rack will provide an additional way for visitors to access the site and secure their bicycles safely	Stage 1 (0 – 4 months)
Establish a base experience of the Quarantine Station which can be spontaneously undertaken (does not require a booking service or pre payment to partake in any activity, but the opportunity to join a publicly run tour if numbers permit)	Establish a people mover service from the site entrance to the Wharf Precinct that includes an introductory interpretation of the site. Establish a Visitor Centre within building A14-17 to provide a comprehensive introduction to the Quarantine Station. Install interpretation signs alongside inscriptions and the funicular base to provide an interpretation of key aspects of the sites former internees and operation.	Stage 2 (5 – 13 months)
Invite Conservation Volunteers Australia to develop programs that include environmental and / or archaeological works	The CVA business Nature Wise creates tourism and conservation programs for a wide range of people to participate in. Projects could include archaeological investigations, monitoring and site restoration activities	Stage 2 (5 – 13 months)
Design <i>Defiance</i> for people with limited interest in conventional experiences of cultural heritage	Design <i>Defiance</i> for people prepared to engage in cultural heritage when it has a strong entertainment factor	Stage 2 (5 – 13 months)
Design the Ghost Boy storytelling tour to specifically appeal to children	Design the tour to appeal to 10-13 year old children, as per the book	Stage 3 (14 – 19 months)

4.2 Policies and actions to deliver affordable accessibility

Policies

- a) Pricing will offer a range of product at a range of prices, ranging from: free experiences (covered below); low priced experiences (such as the Ghost Boy and 40 Days storytelling tours and take away food); modest priced experiences (such as the Defiance performance, authentic room accommodation, day conferencing and day spa treatments); and premium priced experiences (such as The 6th Sense storytelling tour, suite accommodation and residential conferencing).
- b) Pricing of the Q-Station products will be set at a medium to premium range, reflecting accommodation pricing of approximately 3.5 to 4 star. Pricing aims to balance a reasonable equity of price access with the real value of each product. All products are priced as good value for money, because of their authentic, high quality value added experiences. Value for money in the Q-Station context is always positioned as exceeding customer expectations, rather than a cheap price for a cheap product.
- c) To increase equity of price access, a number of concessions will be offered on most storytelling tours of between 10% and 20% (no concession for The 6th Sense or Ghost Boy storytelling tours). Those entitled to concession are proposed to be: children under 5 years of age are free of charge; children from 5 to 13 years; tertiary students (domestic and international); unemployed; seniors card holders; Youth Hostel Members; groups of 15 and more; and weekly bookings for the cottages receive a reduced rate per night.
- d) In order to demonstrate that the Q-Station is not an exclusively priced experience, a commitment has been made to provide free access to the Wharf Precinct. This specifically means free transportation from the entrance gate (via people mover) to the Wharf Precinct, free entry to explore the Wharf Precinct (including the inscriptions and restaurant) and free entry into the Luggage Store Visitor Centre (where a comprehensive interpretive introduction to the site can be experienced). This policy will be reviewed and altered if it is found that day visitors are independently:
 - utilising the site to access Quarantine Beach as a recreational experience;
 - visiting the site for recreational purposes (such as pleasure walks, picnics or sporting activities); or
 - freely taking up part of the site capacity at the expense of visitors seeking payable experiences.
- e) To further demonstrate that the Q-Station is not exclusively priced, special educational activities will be offered on community days, free of charge. The activities could include special tours, presentations and workshops. Bookings will be essential.

Action Plan

Table 4.2 Action plan to deliver affordable access

Actions	Explanation	Timing
Match the pricing policies with those on the Marketing Plan	This action will connect the price setting activity with the Visitor Management Plan	Stage 1 (0 – 4 months)
Incorporate into the pricing system a package rate for combined accommodation and tours	Establish a package rate for bookings in advance with special conditions for use (covered in the Marketing Plan)	Stage 2 (5 – 13 months)
Informally monitor the free entry policy and alter if it is found to be abused	If visitors overuse the free access privilege (such as using the access to visit Quarantine Beach or other precincts), consider restricting the policy further as an adaptive management measure	Years 1 – 5

4.3 Policies and actions to deliver language access

Policies

- a) Provide some form of interpretation of the Quarantine Station to be delivered in a foreign language(s) for the primary visitor groups who speak English as a second language.
- b) Support some form of interpretation of the Quarantine Station to be delivered in a foreign language(s) for the primary visitor groups who do not speak English but a language in constant significant demand.

Action Plan

Table 4.3 Action plan to deliver language accessibility

Actions	Explanation	Timing
Investigate the demand for Japanese and German tour groups to purchase tours in their native language	If occasional demand is identified, contract and train tour guides to deliver the 40 Days day tour as a pre-booked specialised service. If demand is regular, employ and train staff to deliver the 40 Days day tour and Defiance as a pre-booked specialised service	Year 4
Investigate the demand for accommodation staff and / or food and beverage staff to speak a second language	Foreign language most likely to come from one of the target markets (eg. Japan and German)	Year 4

5. Special access

5.1. Policies and actions to facilitate disabled access

- a) Consistent with the Disability Discrimination Act, a person with a disability will not be refused access to the use of any part of the site that is available to the general public.
- b) People with disabilities will be advised of areas specifically designed or constructed for their use, implying that other areas may not be suitable.
- c) People with physical disabilities will be provided access to a degree that balances legal access requirements with legal requirements to avoid any significant material adverse affect upon heritage, or unjustifiable hardship on the lesee in providing access. Legal access requirements include the Disability Discrimination Act (Part 2), guidelines of the Building Code of Australia, Australian Standards 1428 Part 1, and the NHQSCMP2000. To avoid material adverse affects may require the seeking of heritage dispensation. This balance is proposed to consist of:
 - suitable access into the site via the visitor shuttle;
 - an interpretation of the site via suitable access to the visitor centre;
 - suitable access to verbal interpretation via at least one of the storytelling tours;
 - the opportunity to eat, drink and socialise within the site via suitable access to the restaurant;
 - suitable access to a sample of the accommodation, conference and functions experiences; and
 - suitable access to toilets to support access to the above.

Table 5.1 Action plan to facilitate disabled access

Actions	Explanation	Timing
Undertake a building access audit to identify relative physical access to buildings and buildings where further improvements could be made later	Appendix L provides the first building access audit, which can be viewed as an interim arrangement that can be progressively improved on	Stage 1 (0 – 4 months)
Allocate two car spaces in CP1 close to the waiting shelter building A26 for people with disabilities and signpost accordingly	Locate any parking ticket machine close to the disabled status parking spaces	Stage 1 (0 – 4 months)
Design the people movers to be able to accommodate a wheelchair	The people movers require ramps or hydraulic lifts to transfer wheelchairs onto the vehicle, as well as a safe position for the person to travel in. See Appendix D for detail on the people movers	Stage 1 (0 – 4 months)
Design the visitor centre in building A14-17 for wheelchair access	The extent of the design needs to accept dispensation to maintain the funicular rails	Stage 1 (0 – 4 months)
Design the outdoor eating area, lower level indoor of the café and restaurant in building A6 for wheelchair access	The extent of the design needs to reflect BCA standards and heritage dispensation	Stage 1 (0 – 4 months)
Design the 40 Days storytelling tour for people who particularly like to experience and learn through interaction	Design the 40 Days storytelling tour to incorporate activities that assist people to use their senses, be surprised and engaged with the unexpected. See the Interpretation Plan for more detail	Stage 1 (0 – 4 months)
Wherever possible utilise rear entrances to buildings to avoid dealing with front entrance stairs	Examples include building A11-12 has level access whereas the front has steps. See the Interpretation Plan for more detail	Stage 1 (0 – 4 months)
Design the funicular stairway to provide at least two landings and a seat on one landing for people to rest	The funicular stairway is a significant climb and many visitors will require one or several rests on the ascent. The design should be reflected in the Heritage Landscape Plan	Stage 1 (0 – 4 months)
Locate the visitor shuttle service close to the main day visitor carpark CP1	Provide level access between a set down area and the waiting shelter building A26	Stage 2 (5 – 13 months)

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Reconstruct an existing toilet cubicle and wash basin facility in the front section of building A14-17 for visitors needing wheelchair access	The extent of the design needs to reflect BCA standards and heritage dispensation	Stage 2 (5 – 13 months)
Position the Boiler House restaurant to attract people with limited interest in conventional experiences of cultural heritage	Position the Boiler House restaurant as a cultural experience free of displays and tours, as a soft entry into the world of cultural heritage	Stage 2 (5 – 13 months)
Construct a toilet cubicle and wash basin facility within building A6 for visitors needing wheelchair accessible toilets within the restaurant	The extent of the design needs to reflect BCA standards and heritage dispensation	Stage 2 (5 – 13 months)
Install a wooden ramp up to the verandah's of buildings P11 and P13 that has a suitable incline and construction for wheelchairs	The extent of the design needs to reflect BCA standards and heritage dispensation	Stage 3 (14 – 19 months)
Design a bedroom in either building P5, P11, or P12 to provide an accommodation room and private bathroom for wheelchair access	The extent of the design needs to reflect BCA standards and heritage dispensation	Stage 3 (14 – 19 months)
Design a meetings and functions room in building P11 for wheelchair access	The extent of the design needs to reflect BCA standards and heritage dispensation	Stage 3 (14 – 19 months)
Design Defiance storytelling tour to use a visitor shuttle and provide wheelchair access to all buildings entered	Position Defiance storytelling tour as the best way of mobility limited visitors to interpret the site. Key buildings that will provide wheelchair access will be: A14-17; A12 (rear access); P14-15; H1; and A28-29	Stage 3 (14 – 19 months)
Design the reconstruction of two former Third Class buildings for wheelchair access and specialised accommodation facilities	New accommodation buildings provide an opportunity to increase access for the disabled, without creating impacts on original heritage fabric	Year 4 If reconstruction is approved

5.2 Policies and actions for DEC site access

Policies

- a) The NSW National Parks and Wildlife Service will have access to the lease area under the terms set out in the lease document and will advise a management representative of Mawland of their visit, prior to arrival, and confirm their arrival with a management representative of Mawland (with the exception of any DEC site-based staff or meeting/s with DEC staff at S7 only).
- b) Any employee of the NSW National Parks and Wildlife Service who is visiting the Quarantine Station for non-business reasons will be considered a public visitor and subject to standard visitor-based policies.

5.3 Policies and actions for local Aboriginal people site access

Policies

- a) Acknowledge that local Aboriginal people have a special relationship with North Head that includes the lease area, and that they consider access in different ways to non-Aboriginal people.
- b) Local Aboriginal access and involvement in the lease area will be managed through a partnership agreement that covers: protection of Aboriginal heritage; monitoring Aboriginal heritage; interpretation of Aboriginal heritage; retailing Aboriginal merchandise; and partnerships with local Aboriginal people (**Appendix L**).
- c) As part of reconciliation, welcome ongoing discussions with local Aboriginal people to determine how their access needs can best be met, in cooperation with the needs of all visitors.

Action Plan

Table 5.2 Action plan for local Aboriginal people site access

Actions	Explanation	Timing
Implement a partnership agreement with the MLALC addressing site access	The Agreement covers access to Aboriginal sites and involvement in site monitoring and protection (see Appendix L)	Stage 1 (0 – 4 months)
Investigate the potential for occasional Aboriginal welcomes	Discuss with the Metropolitan Local Aboriginal Land Council and local Aboriginal Elders the possibility of an Aboriginal welcome for pre-arranged education, conference and function groups	Stage 4 (20 – 25 months)

5.4 Policies and actions for managing access by construction vehicles and service delivery vehicles

Policies

- a) The managers and regular construction builders and service delivery drivers will be briefed on the Minimal Impact Code designed specifically for them to help control their access and reduce any adverse impacts that could effect the site.
- b) Construction or service delivery vehicles above 2 tonnes are not permitted to enter the Quarantine Station without prior approval from the Site/Development Manager, Hotel Manager or General Manager.
- c) Construction or service delivery vehicles above 1.5 tonnes are permitted to enter the Quarantine Station as far as the Hotel Reception or Administration Block, whereupon they must gain approval to proceed further into the site from either the Site/Development Manager, Hotel Manager or General Manager.
- d) Heavier vehicles reaching narrow sections of road should avoid moving off the road edge and allow lighter vehicles to pass.
- e) Service vehicles will confine their access to the site to the five-hour period of 7am – 12pm, and this timetable will be written into delivery contracts. Deliveries outside this time will trigger a complaint to the driver and delivery company, and a request that it does not happen again. Repeat instances will trigger a review of delivery contracts.

- The late arrival of non-perishable goods will be off-loaded at A24 or if not staffed, building A26, to avoid the vehicle venturing into the core part of the site.
 - The late arrival of perishable food or beverage supplies (particularly those requiring refrigeration) will need to be directly transferred to a cool store (P13 or A6).
- f) Access to the site for construction vehicles will be limited to set times. Construction vehicles will not access the site on Sundays and public holidays, other than for minor low noise works or emergency works. During daylight saving construction vehicles will access the site Mon – Fri 7am – 6pm and Sat 8am – 1pm. During Eastern standard time construction vehicles will access the site Mon – Fri 7am – 5pm and Sat 8am – 1pm.
- g) Construction or service delivery vehicles driving within the Quarantine Station must not exceed 15 kph at any time, and should slow down further when passing the Hotel Reception and entering the Wharf Precinct.
- h) Vehicles are to remain on roads and authorised hardened surfaces. Construction and service delivery vehicles will be permitted to park in designated areas only. Service vehicles will be permitted to park in designated areas only (predominantly the Administration carpark or near building P13 and A6) for the duration of their delivery and / or pick up.
- i) Work areas are to be inspected every morning prior to work commencing and construction vehicles, works equipment and plant being moved.
- j) Compatible service vehicles have the potential of reusing A24 for loading, unloading and storing goods as it minimises vehicle access deep into site, and the existing wooden loading/unloading ramp near A24 indicates a compatible re-use

Action Plan

Table 5.3 Action plan for managing access by construction and service delivery vehicles

Actions	Explanation	Timing
Brief the drivers of all regular service delivery companies about the delivery vehicle policies and site sensitivity	Briefings need to occur with the manager of drivers and individual drivers as they arrive on-site	Years 1 – 5
Brief contractors about the sensitivity of the site and the management guidelines required to minimise their impact.	Briefings need to occur with the contract manager prior to work commencing and individual contractors and foremen as required	Years 1 – 5
Identify sensitive sites in each precinct and rope or fence off to prevent inadvertent vehicle access, storage of waste and construction materials. Install signage to advise	Minimise site disturbance around construction sites by reducing access to sensitive sites. Sign information in Sign Plan (in Interpretation Plan)	Years 1 – 5
Protect trees and shrubs from construction vehicle damage using tape or barriers	Protective barriers and/or brightly coloured tape and exclusion fencing to be used.	Years 1 – 5

5.5 Policies and actions for managing access by tour operators

Policies

- a) Tour operators considering running their own special interest guided tours within the lease area cannot be considered until the second year of operation, when the site is sufficiently prepared to manage additional visitors.
- b) Tour operators considering running their own special interest guided tours within the lease area will be considered in terms of how well they address the following:
- focus on communicating a part of the significance of the Quarantine Station that is not extensively covered by existing tours (eg. Aboriginal tours and natural heritage tours);
 - have a maximum group size of 15 persons;
 - utilise the site during low use periods;
 - demonstrate that the tour will avoid any competition for public space and facilities used by existing products;
 - provide interpretation in a foreign language;
 - cater for people with some form of disability;
 - market at least one of the site products within their own principal promotional techniques;
 - book for each customer at least a meal at the restaurant, one of the regular site tours and / or at least one night's

accommodation;

– access the site by water;

– participate in performance monitoring and be prepared to adjust their operations on site accordingly;

– advise customers of the minimal impact code for visitors;

– practice the Minimal Impact Code for Tour Guides (see **Appendix I**); and

– be accredited under a relevant tourism industry program (such as the Nature and Ecotourism Accreditation Program, the Ecoguide Certification Program, and the Australian Tour Operators Accreditation Program).

- c) Reserve the right to negotiate on a case by case basis and refuse any application.
- d) Any special interest tour proposed by the lessee or another operator will require the approval of the DEC, and will need to submit the following information to the DEC:
- a current licence under the NPW Act;
 - frequency and size of tours;
 - details of tour route and activities, including buildings and other features to be visited;
 - a statement identifying and addressing any potential environmental and visitor management issues, and how they will be addressed; and
 - compliance with Approval Condition 100 and 118 as well as the current Visitor Management Plan and Interpretation Plan.
- e) If special interest tours provided by special interest tour operators exceed 1,000 visitors per year, discuss with the operator whether they could be incorporated into the regular product offered at the Quarantine Station.

5.6 Policies and actions for providing access to the moveable heritage collection

Policies

- a) The Quarantine Station collection of archives and artefacts will be stored in one building and made publicly accessible (excepting those in ongoing use or on display). The location of the collection will be determined following guidance from a Moveable Heritage Plan. The collection is likely to be located in either building A20, P14-16 or a reconstructed H1.
- b) The public (including the DEC) will be able to freely access the archive and artefact collection during weekday business hours, providing they pre-book an appointment, explain their requirements, provide evidence of their name and contact details, and comply with the conservation policies of the Moveable Heritage Conservation Plan.
- c) None of the archive and artefact collection will be permitted to be removed from the Quarantine Station without the authority of the DEC. Organisations being permitted to borrow material should be recognised cultural institutions able to demonstrate adequate insurance and equivalent or superior transport, storage and display conditions. More details can be found in the Moveable Heritage Conservation Plan.
- d) Copying / reproduction of any archival material should not occur without the authority of the DEC, and permission for use of copyright material must be gained before use.

Table 5.4 Action plan for providing access to the moveable heritage collection

Actions	Explanation	Timing
Establish a booking system for access to the moveable heritage collection	The system should include the recording of each visitors' contact details and period of use	Stage 3 (14 – 19 months)
Establish a reading room within H1	Establish space for two people to sit and review archives and artefacts (see Interpretation Plan for more detail)	Stage 3 (14 – 19 months)

5.7 Policies and actions for delivering community involvement

Policies

- a) Offer two community days per year for interested persons to learn about how the site is being adapted, conserved and monitored:
 - Community Days will include access to some buildings, consistent with the need for ongoing operations (such as guest privacy);
 - there will be no charge for community days; and
 - interested persons must book in advance, and the number and program content will be subject to visitor impact monitoring and management.
- b) Support a Community Committee to gain useful advice on the conservation and management of the Quarantine Station, and to develop and nurture trust between the local community and the operation.
- c) Support volunteer involvement in the research, monitoring and management of the Quarantine Station, as a valuable way of contributing to community growth and achieving the project's vision (particularly the nurturing of a creative and innovative culture and the sharing of the Quarantine Station adaptive reuse experience with others).
- d) Provide opportunities for public visitation and community involvement during programs of archeological works, and offer volunteer involvement.
- e) Record public complaints and advise the DEC.

Table 5.5 Action plan for delivering community involvement

Actions	Explanation	Timing
Establish a Sub-Committee of the DEC Sydney Region Advisory Committee	The committee would provide a communication channel between the community, determining authorities Mawland and DEC, and offer comment and recommendations on plans, monitoring, annual environment reports, five yearly audits and compliance with conditions of approval	Stage 1 (0 – 4 months)
Establish a contact telephone number for queries and complaints	Enables any member of the general public to reach a person who can arrange appropriate response actions to any queries or complaints received	Stage 1 (0 – 4 months)
Assist to run DEC Sydney Region Advisory Committee Sub-Committee meetings	The Committee would meet quarterly during the first three years and on an as needs basis for the duration of the approval period (21 years)	Years 1 – 5
Conduct presentations to guests on current and impending changes to the site	The 'what's happening' presentations could address current and impending conservation and adaptation works, as well as visitor management changes, with an emphasis on the site and experience continually improving	Years 1 – 5
Allow community involvement in archeological works programs	Provide opportunities for the community to be involved in archeological works programs as they occur	Years 1 – 5
Establish a not-for profit organisation to attract funds and coordinate special community-driven projects involving the Quarantine Station	The organisation would seek grants, donations and sponsorships to undertake projects that advance the understanding of the Quarantine Station as a historic and living entity	Stage 4 (20 – 28 months)
Develop environmental monitoring and improvement programs for delivery by volunteer organisations	Programs could include supervised monitoring of the natural and cultural environment, bushland rehabilitation and basic building conservation works. Partnering organisations could range from local groups to national organisations	Stage 4 (20 – 25 months)
Commission visitor research to evaluate the effectiveness of the community days	Research should compare perceptions of pre and post experience, and the perceptions of those who did not participate, targeting local residents. Delivery via one or more supervised tertiary or post graduate students	Stage 5 (26 – 31 months)

5.8 Policies and actions for photography and filming

Policies

- a) Welcome visitors to the Quarantine Station to photograph, film, paint or otherwise record the site and its experiences for personal use.
- b) Recognise that commercial filming and photography of the Quarantine Station and the Q-Station experiences can benefit both the site, our organisations and professional film-makers and photographers. Nonetheless, the commercial use (or public exhibition) of this material is not permitted without prior written authority of Mawland and the DEC.
- c) Approval for commercial filming and photography within the Quarantine Station will be determined by Mawland in conjunction with the DEC standard conditions, the DEC Filming and Photography Policy and any special conditions that may be attached by Mawland.
- d) Discourage commercial film production within the first two years, until most adaptations are complete and operations are established.
- e) Mawland will act as the immediate authority for managing applications for commercial filming and photography of the Quarantine Station and its experiences, which will be subject to approval using the following guidelines:
 - licence fees are payable for commercial filming and photography;
 - long-term access to the Quarantine Station for a serial production or as part of sponsorship agreements are negotiated through a contract;
 - copyright of images remains with the licensee;
 - neither pyrotechnics or animals are permitted within the lease area;
 - where sites of Aboriginal cultural significance may be impacted, permission must be obtained from the local Aboriginal communities and/or local Aboriginal Land Council;
 - applicants must have public liability insurance (\$10 million);
 - generally, use of the Mawland or DEC logo, equipment or uniforms will not be provided;
 - identifiable Mawland or DEC equipment, uniforms or insignia must not be portrayed in commercial advertising to imply Mawland or DEC endorsement of the product;
 - Mawland and the DEC reserves the right to view all finished products where either organisation's logo appears or in which

characters represent our staff;

- film makers/photographers should comply with all relevant legislation administered by the DEC;
- all filming or photography will be supervised by a DEC or Mawland staff member, the cost of which will be charged to the film maker/ photographer;
- a breach of the contract or legislation may result in cancellation of approval, imposition of penalties outlined in relevant legislation; and
- in any case of potential conflict between the applicant and Mawland or the DEC, the dispute will be referred for mediation after consultation with the DEC Director, Legal Services.

- f) All applications will be assessed on an individual basis and discuss with the applicant: any conditions which must be met, any changes which have been made to the application or reasons as to why the application has been refused. These conditions will be attached to ensure that any commercial filming or photography of the site will not adversely impact the operation, natural and built environments, and the experience of visitors or guests.
- g) All persons filming will be made aware of the lease area boundaries and will be informed that they should contact DEC for any filming that may occur off-site.
- h) All fees paid by the film maker/photographer will be received by Mawland. Mawland will set its own fee structure and additional charges that are to be paid by the commercial party.
- i) Guides will ask their group to resist from using flash-photography in outdoor areas.

Table 5.6 Action plan for photography and filming

Actions	Explanation	Timing
Adapt the DEC application for permission to commercially photograph, film or otherwise record the Quarantine Station	Mawland will use the DEC application for permission as a basis of approval but will tailor it to more closely represent the Quarantine Station operation and the sensitivity of the site.	Stage 1 (0 – 4 months)
Adapt the DEC guidelines on managing commercial filming and photography in national parks and reserves to the specific needs of the Quarantine Station	Mawland will use the DEC Standard Conditions, the DEC Filming and Photography Policy and the Commercial Filming Fees structure as main guidelines, but will adapt them to suit the specific needs of the site and the Quarantine Station operation, and to reflect the desired outcomes of any commercial or filming activity.	Stage 1 (0 – 4 months)

6. Security Plan

6.1 Policies to manage general security into the site

- a) Access to the lease area will exclude: all activities prohibited in the relevant sections of the Sydney Harbour National Park Plan of Management; use of the site as a thoroughfare; any sporting or recreational activity not organised by Mawland; and picnics and barbecues.
- b) Mawland will reserve the right to refuse entry to persons who have entered for unlawful purposes and pose a clear risk to the site or disturbance to other visitors and guests.
- c) Access via the wharf by private recreational vessels will not be allowed and anyone doing so will be asked to leave immediately. If this request is ignored, the police will be called to take appropriate action.
- d) Security on the site will include the maintenance of existing perimeter fences, and additional fences detailed in **Section 3.4**. A beachfront fence will be maintained to limit access from Quarantine Beach into the site, and any gates onto the beach will be locked in the evenings.
- e) Independent day visitor access beyond the Wharf Precinct will be limited to those who have an activity booked in another of the site's operations. Those who are not booked into an activity will be strongly discouraged to move into other areas by a precinct

boundary system, signage and informal staff monitoring. Independent day visitors found in another precinct area will be asked to return to the Wharf Precinct immediately. For detail on the precinct boundary system see **Section 3.1**.

- f) Pedestrian access beyond the main entry boom gate will be influenced by a mural painted on the side of the waiting shelter (A26) depicting people inside the people mover with instructions encouraging visitors to wait for the people mover to transport them to the Wharf Precinct.
- g) An indirect security method will be used to reduce undesirable presence within CP1 through a parking ticket system (a cost disincentive to discourage those people from entering the car park who do not have a vested interest in visiting the Quarantine Station).

Table 6.1 Action plan for managing general security into the site

Actions	Explanation	Timing
Install a light at the front entry boom gate.	A light is required at the front boom gate to assist reception (using a security camera) identify and communicate with visitors wishing to enter the site by vehicle (see Heritage Landscape Management Plan).	Stage 1 (0 – 4 months)
Install a ground level light focused on the front entrance sign.	The location of the light will be guided by the location of the sign (See Sign Plan within Interpretation Plan)	Stage 2 (5 – 13 months)
Install an upgraded boom gate and camera device	Install an entrance boom-gate activated by the accommodation reception service, and install a communication system linked to the reception service. Install a closed circuit camera linked to the hotel reception to enable recognition of those attempting to enter the site (see Heritage Landscape Management Plan).	Stage 2 (5 – 13 months)
Install a parking ticketing system for CP1	Installing a parking ticketing system into CP1, will reduce the rate of people congregating or parking for an unlawful purpose and who do not have a genuine interest in visiting the Quarantine Station and who may possibly cause disturbances (see the Heritage Landscape Management Plan). Ensure there is sufficient light to operate machine (but no more than this)	Stage 3 (14 – 19 months)

6.2 Policies to manage vehicle entry into the site

- a) Vehicle access into the site beyond building A26 will be controlled through an adequately lit and upgraded boom gate system which will be monitored by a 24 hour closed circuit digital camera allowing reception to recognise the person and allow access to those with pre booked accommodation, and to service and delivery vehicles.
- b) Vehicle access to the Wharf Precinct will be restricted to service and delivery vehicles only. An additional intercom and boom gate situated past the main intersection which will be monitored by reception. Trades and delivery vehicles will be requested to limit access to morning periods.
- c) Vehicle access throughout the remainder of the site will be restricted by automatic controlled boom gates and collapsible traffic bollards. This system will prevent accommodation guests from driving beyond the administration car park and will manage the route of service and delivery vehicles between the Wharf and entry of the site.

6.3 Policies to manage building locks and hardware

- a) All buildings on the site will be secured in a consistent manner by adequate hardware and locking systems that ensure the safety of staff, guests and assets.
- b) All significant hardware and fittings that can be restored to working condition will be retained in conservation works. Hardware and fittings that are not significant will be removed and suitably replaced as part of ongoing conservation works.
- c) Any new hardware that is installed will be adjacent to the retained hardware in an approved position.
- d) Where it is not feasible to make use of the existing locks in conjunction with the use of new locks, a new locking system providing a master key approach will be incorporated for the whole site.
- e) Existing locks that are no longer needed or functional will be conserved and maintained to suitably represent a historic layer of the site (by repairing and maintaining the lock mechanisms and /or replace the missing parts without re-finishing or resurfacing the fittings).
- f) Buildings that are not regularly staffed will be locked from visitor access (other than accommodation rooms, which will be locked by guests).
- g) All doors in publicly accessible spaces will be operational. Internally lockable doors in publicly accessible spaces will not be locked unless they are being used by a guest or contain valuable or dangerous items.

Table 6.3 Action plan for managing building locks and hardware

Actions	Explanation	Timing
Write into each building application whether new hardware and fittings need to be installed.	Prior to the submission of each building application the condition of all hardware and fittings should be assessed to determine those which are to be restored to working condition, retained, or removed and suitably replaced as part of ongoing conservation works	Stages 1 – 4 (0 – 25 months)
Install a new locking system where necessary (in accordance with DACMP subsidiary policy CCP 16.7.4)	The locking system will be consistent in design across the whole site, will be located in relation to existing locks to ensure continuity, be subservient to the early hardware in appearance and location, and will not adversely impact the significance of the element to which it is fixed.	Stages 1 – 4 (0 – 25 months)

6.4 Policies to monitor security

- a) The ability to monitor and report disruptive behaviour will be incorporated into all staff training. A range of staff who regularly need to move about the site will be appointed the role of informal monitoring of buildings and visitors, to informally check security and visitor management issues. Staff will include: the people mover drivers, site maintenance workers and the guest and visitor services managers. A whole of site check will be conducted each night prior to the beginning of the night auditor's shift.
- b) Security for visitors, cars and the site will be enhanced through the use of closed circuit digital security cameras which will monitor:
 - vehicles in the front entry car park (CP1)
 - drivers seeking to enter the site through the boom gate entry;
 - visitors moving near the main beachfront fence line and the inscriptions rock face (Wharf Precinct).

The camera images will be beamed to a monitor at the Hotel Reception (Building A1) 24 hours a day, where reception staff will always be present to check that vehicles are safe, inscriptions are not being vandalised and persons are not entering the Wharf Precinct from the beach or wharf after hours. The presence of these cameras may also deter potential offenders. Use of the cameras will adhere to regulatory requirements and relevant industry codes.
- c) All buildings that are set aside for interpretive use will be used daily as opposed to periodically, and therefore not require alarm systems.
- d) Remotely located buildings will receive regular security visits by staff and / or contractors.
- e) The moveable heritage collection will be protected by an alarm system.
- f) Security of the inscriptions will be enhanced through a fence that restricts physical access, lighting and camera security monitoring as well as informal monitoring by staff (for details on security of inscriptions refer to **Section 3.4**).
- g) Initiative from the Manly Police in regard to overseeing the site as part of their area patrol service will be encouraged, as an additional monitoring procedure to enhance the safety presence of the site and check if there are any security issues present.
- h) Require all visiting education groups to provide a high level of student supervision. Including supervision at night to prevent uncontrolled access across the site and during the day, particularly during student 'free-time'.

Table 6.4 Action plan for monitoring security

Actions	Explanation	Timing
Install closed circuit security cameras at the major access points and sensitive areas of the site	Closed circuit security cameras are to be installed to monitor or record access movements at the main entry car park CP1, within the Wharf Precinct and along the inscriptions fence (in the Landscape Plan). Installation in CP5 could occur if warranted	Stage 1 (0 – 4 months)
Installation of an alarm system for the collections stored in building H1	An alarm system will help protect the movable heritage collection and is to be monitored by reception (forms part of the Moveable Heritage Plan)	Stage 2 (5 – 13 months)

6.5 Policies to manage staff and visitor security

- a) All measures will be taken within appropriate power and resources, to decrease risks and provide a secure and safe environment for all staff and guests.
- b) Guests and visitors will be given an introductory briefing on the ferry, people mover and upon check-in, in regard to the minimal impact code which addresses any potential risks and will highlight any measures which should be taken into account regarding their own personal safety and the sensitivity of the site.
- c) Security risks in the accommodation areas will be minimised to overnight guests and their belongings by concentrating the movement of day visitors within the Wharf Precinct through the use of the precinct boundary system and informal staff monitoring. Any person who is identified as a day visitor outside of the Wharf Precinct will be re-directed back to the Wharf Precinct.
- d) Visitor management signs will assist control access, influence the movement of visitors, direct visitor flow and minimise risk to visitors in areas where they could put themselves at risk.
- e) A base grade of lighting will be provided in outdoor areas where visitors congregate as well as along the main pedestrian routes (see **Table 3.4**). The use of aerial roadside lighting will be continued. However, roadside lighting within the Wharf Precinct will not be used and instead lighting will be provided by a low-level system which provides safe access but minimal light spillage beyond the access routes. Other street lighting will be replaced by lights which provide a more focused coverage onto the ground rather than being dispersed into the surrounding environment (for further detail see the Heritage Landscape Management Plan).
- f) The safety of staff will be ensured when their shift is completed at night through the use of people movers to provide transport to the car park if deemed necessary.
- g) Visitors will be able to store their valuable items in a main safe provided in A1.

Table 6.5 Action plan for managing staff and visitor security

Actions	Explanation	Timing
Install additional lighting that provides adequate security and minimal environmental impact	Additional lighting should be low level. The main locations of additional lighting are for the two car parks CP1 and CP5. Lighting for pedestrian walking tracks (see Table 3.4) should be triggered by pedestrians and switch themselves off after a designated time period (detailed in the Heritage Landscape Management Plan).	Stage 1 (0 – 4 months)
Install a wall flush external light above the entrance to the Visitor Centre (building A14-17)	Light should assist visitors locate the entrance to the building and provide sufficient light for visitors leaving the building and adjusting to lower light levels.	Stage 2 (5 – 13 months)
Install low level lighting between building A14-17 and the funicular stairway and disconnect power to aerial lighting within the Wharf Precinct	The replacement light fixture should be sympathetic with the cultural landscape but be easily differentiated as a recent addition. If low level lighting is unacceptable replace the fluorescent lighting and fixture with something similar to that provided in 1955	Stages 2 – 3 (5 – 19 months)
Replace the aerial fluorescent roadside lights with lights that provide a more focussed, downward coverage	The replacement light fixture should be sympathetic with the cultural landscape but be easily differentiated as a recent addition, perhaps similar to those used historically.	Stage 5 (26 – 31 months)

6.6 Policies to manage security incidents

- a) All breaches of security will be managed in conjunction with on-site security personnel and the local police service to minimise any risk of damage to visitors, staff and the site. All breaches of security will be dealt with by the General Manager (or in their absence the delegated Manager). In addition:
 - security incidents will be recorded
 - non-emergency security incidents will be reported to the DEC Area Manager during business hours
- b) The responsibility for monitoring the site for breaches of the NPW Act is acknowledged, and the DEC will be notified immediately in the event of breaches. However Mawland has no formal power granted through the NPW Act.
- c) Any person wilfully damaging the heritage fabric of the site will have their action and contact details recorded and coordinated by the most senior manager present. The DEC Duty Officer should be notified if there is material damage to the site. The DEC Area Manager should be notified of non-emergency security incidents (during business hours).
- d) Under common law, Mawland (as operator of the site) can cancel the permissive occupation licence, whether gratuitous or contractual, granted to guests or visitors at any time. Once this occurs the guest or visitor then becomes a trespasser and must leave the site. Any guests or visitors behaving in a manner that is dangerous or disrupting to staff, visitors or the material and operations of the site, will be asked to leave. If the person refuses to leave the site, Manly Police will be contacted to coordinate appropriate action. Persons who may have entered the site unlawfully, without invitation, or who, in law, do not have a licence or 'permission' to be on the site, are trespassers and will be asked to leave the site (and Manly Police will be contacted to coordinate appropriate action).
- e) Day to day security will be provided by Mawland Management. The use of security personnel will be contracted for night security (tentatively proposed for 11pm-5am) and will be contracted for special events and functions. Security personnel will have two-way communication with the night auditor to report any disturbances and will contact the Manly police station if further assistance is required.
- f) When a situation arises requiring the assistance of emergency services, the relevant emergency services will be contacted by a Manager. The Manager will then nominate a staff member to meet the emergency service at the front boom gate and escort them to the area where the situation is occurring, or to the reception area. Prior to the arrival of the emergency services, a nominated staff member will be sent to remove the safety bollards, if necessary, allowing direct access to the emergency situation. Emergency services will be briefed on this access procedure.
- g) If the case arises where people are protesting on public land, and are found to be disturbing the peace or behaving in a manner that is dangerous or disrupting to staff, visitors or the material and operations of the site, a Manager will contact the Duty Officer of the Manly Police to co-ordinate appropriate action. In the case of protesters on the site, the Manly Police should be contacted, and if there is any threat of material damage to the site, the DEC Area Manager should be contacted (during business hours).

- h) Non-emergency security incidents will be handled by the contracted security company (if they are on-site), or a relevant Manager, and reported to the Manly police station to take appropriate action if necessary (telephone 9977 9499).
- i) Emergency security incidents will require immediate contacting of police on telephone 000.

Table 6.6 Action plan for managing security incidents

Actions	Explanation	Timing
Establish and maintain an emergency contact list accessible by all staff	The Emergency Contact list will contain contact telephone numbers for the DEC Duty Officer, Duty Officer and After Hours Contact, and Manly Police	Stage 1 (0 – 4 months)
Train staff in protocols for security incidents	Staff will be trained in reporting structure outlined above and protocols. This will be addressed in the Security section of HRM training manual	Stage 1 (0 – 4 months)

7. Emergency and Evacuation Plan

7.1 Background

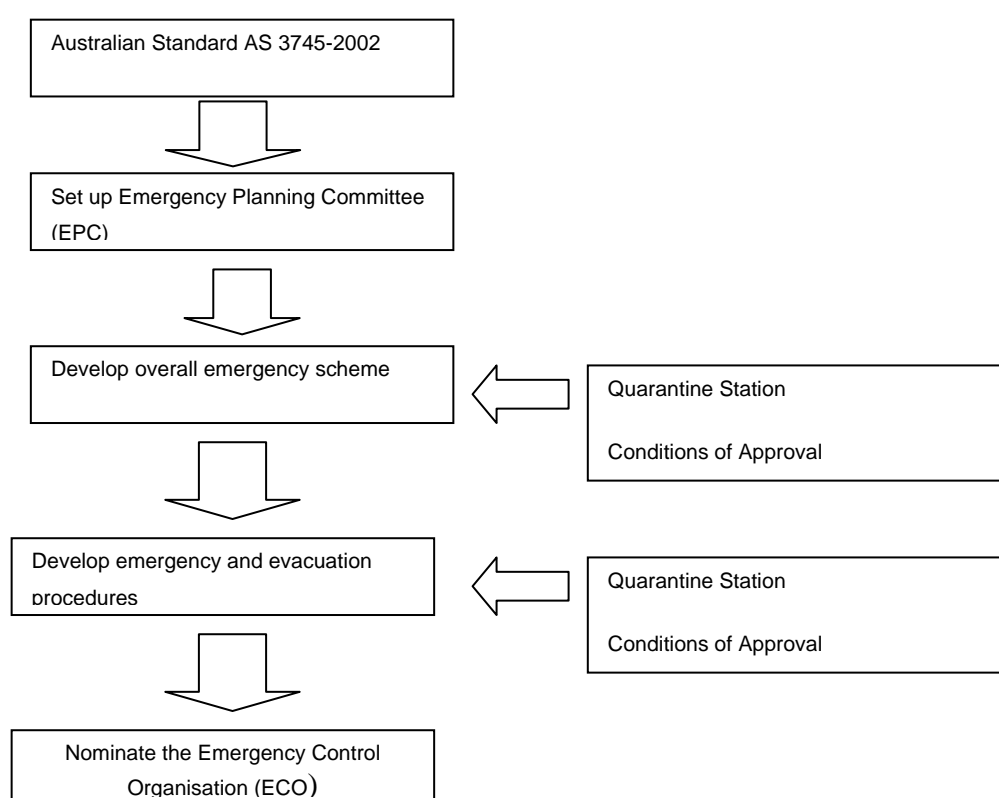
Preparation of this Plan

This Plan describes an overall Emergency Plan for the Quarantine Station, North Head, Sydney, and the framework under which controlled emergency responses should take place considering the particular management arrangements between Mawland Hotel Management (Mawland) and National Parks and Wildlife Service (DEC). Included in this Plan are the emergency and evacuation procedures, which describe the specific procedures that are required to be undertaken in the event of an emergency or evacuation. This plan has been prepared:

- using AS3745 - 2002 - Emergency control organisation and procedures for buildings, structures and workplaces. The Emergency procedures shall be reviewed regularly and upgraded as required, in accordance with this policy; and
- to comply with Conditions 205 - 211 of the Quarantine Station Conditions of Planning Approval, which require the preparation of an Emergency and Evacuation Plan in consultation with the NSW Ambulance Service, NSW Police, and NSW Fire Brigades.

The relationship required to be established between this Plan, the Australian Standard, and the committees is presented in **Figure 7.1**.

Figure 7.1 Relationship between the Plan, the Australian Standard, and the committees required to be established



This Plan provides information for the:

- appointment of the Emergency Planning Committee (EPC);
- setting up of an Emergency Control Organisation (ECO);
- preparation of emergency plans and procedures;
- possible responses to emergencies at this particular site;
- role and authority of ECO personnel while executing their duties;
- requirements of an education and training program; and
- requirements for undertaking checks on site and hazard reduction.

Scope

The principal function of this Plan is to ensure the safety of the Quarantine Station lease area, Q-Station business, staff, visitors, guests, neighbours and the local community. All property, buildings, visitors, guests and staff within this lease area are included within the scope of this Plan.

However it is important to remember that it is impossible to plan in detail for every eventuality. This Plan therefore establishes a framework for the effective handling of emergencies and/or disasters and the management of a return to normality. It is important to recognise that required responses may be different depending on the type of emergency and the changing circumstances throughout the emergency. As a consequence the procedures outlined in this Plan must be flexible enough to recognise and act on these changes.

This Plan lays the framework so that:

- loss of life and property is avoided or minimised;
- any emergency can be dealt with efficiently;
- the staff on site can respond at any time to an emergency;
- there is an appropriate response to the emergency in the critical moments prior to the arrival of emergency services and
- the plan consists of key people to provide direction or act on specific tasks are identified.

What is an Emergency?

The word "emergency" covers any event that arises internally or from external sources, which may adversely affect the persons in a building or the site generally and requires immediate response. Emergencies usually have the following characteristics:

- infrequent;
- unpredictable as to timing, nature and extent;
- require immediate attention; and
- produce conflict and stress.

The ability to cope with the impact of the emergency depends on how the operation deals with prevention of the situation in the first instant, preparedness for when the emergency arises, response to the emergency and the recovery of the business after the emergency has subsided.

Emergencies can develop from a variety of causes and the required response to each of these different types of emergencies is detailed in the **Section 7.11** Procedures for specific selected emergencies. To ensure that changes in the operation of the site have been reflected in the procedures, procedures should be reviewed bi-annually in the first five years, and thereafter at least once annually.

The types of emergencies that are considered most likely at the Quarantine Station are:

- bushfire;
- fire;
- medical emergency;
- personal threat/civil disorder/illegal occupation;
- armed hold up;
- bomb threat / explosion;
- failure of essential services/hazardous substances incident;
- boat collisions;
- disturbance to human burial sites;
- death; and
- missing person/s.

7.2 Current situation

At November 2004 the current emergency management and interim fire safety at the Quarantine Station is that:

- the fire hydrant system has been upgraded to the maximum capacity that the existing system will take;
- hose reels and extinguishers are all operational;
- back to base fire alarms have been installed in all vacant buildings;
- the current warning system is a back to base ADEMCO Wireless Fire Detection System (see information folder located in Conference Centre reception);
- this system is being regularly tested and inspected as per the NSW legislation;
- heat detectors have been installed in the roof space of all buildings, as well as hard wired smoke detectors (except in the cottages where they are on battery) on the ceilings, signage in each room, and all guests receive an evacuation sheet and short briefing on check-in;
- the main fire panel is located in the entry gatehouse (S7), located next to the panel is a map of the site showing the most direct route to the precinct;
- currently the fire alarm sounds an alarm bell in the precinct that the alarm has been raised. Also a bell located in the entry gatehouse sounds(the gatehouse indicates which precinct has sounded);
- DEC determine which precinct the alarm has come from and then two staff members are sent to the precinct to determine the required response;
- the fire Brigades is alerted by an automatic alarm, they have a set of keys to access the main fire panel in S7 on their arrival; and
- the staff member should also dial 000 if a fire is confirmed.

7.3 Policies for responses to emergencies

7.3.1 Policies

- All staff and contractors must have access to the Plan
- Emergency signage must be installed and visible
- Maintain access to fire hydrants
- Maintain records of all fire safety activities
- Ensure there are sufficient staff to fulfil emergency roles
- Maintain hazardous materials, disabled persons and first aid registers

7.3.2 Actions

Table 7.1 Action plan for enabling responses to emergencies

Actions	Explanation	Timing
Place a copy of the Emergency and Evacuation Plan in every precinct	Place one copy of the Emergency and Evacuation Plan in S7, A1, P13, P27, H4, and A14-17	Stage 1 (0 – 4 months)
Emergency telephone list next to all telephones	A telephone list, which clearly outlines emergency telephone numbers will be placed next to all telephones (see Appendix N20)	Stage 1 (0 – 4 months)
Install emergency evacuation signage	Emergency evacuation signage that indicates the recommended emergency evacuation assembly point for the building and a brief outline of evacuation procedures to be installed	Stage 1 (0 – 4 months)
Install fire hydrant notices to maintain access	Where necessary, notices on hydrants should be erected to ensure that access is maintained to fire hydrants and fire fighting equipment at all times.	Stage 1 (0 – 4 months)
Conduct tailored training of wardens	Training shall be tailored to persons with specific tasks - Area/Building Wardens shall undergo training in fire awareness, use of fire fighting equipment, and procedures for emergency evacuation - training will provide specialised evacuation procedures for buildings A2, A6, A7, A8, A9, A12, A14, A20, A25, P3, P5, P6, P10, P11, P12, P14, P27, H1, H2, H3, H4, H5, H6, H15, S5 and S9 - all buildings are to annually stage an emergency and evacuation exercise drill.	Stage 1 (0 – 4 months)
Upgrade alarm system	Upgrade the external alarm system to meet Australian standards decibel rating for the increase in accommodation usage	Stage 1 (0 – 4 months)
Establish and maintain maintenance records of fire safety activities	Maintain records of all fire safety activities (including fire safety training provided and undertaken, drills and exercises, records of maintenance and inventories of equipment kept)	Stages 1 – 5 (0 – 31 months)
Roster sufficient emergency roles at all times	Always roster sufficient staff members to fulfil emergency roles (consisting of at least, one Chief Building Warden and one Area Warden/First Aid Officer at any time)	Stages 1 – 5 (0 – 31 months)
Establish and maintain hazardous materials, disabled persons and first aid registers	Establish and maintain register of all hazardous materials, disabled persons register and first aid as included in Appendices M2, M5 and M4	Stages 1 – 5 (0 – 31 months)

The Q-Station General Manager, Operations Managers and senior management will have an overall collective responsibility for the implementation of emergency management procedures.

The first responsibility will be leadership and will include:

- playing an active role in prevention of incidents;
- being prepared within the operation to deal with an emergency (this should involve consideration of operation activities in terms of risk, and also operation policies and procedures for work hours and out of work hours);
- continually fill the positions of Area/Building Wardens and nominated first aid positions; and
- maintaining a building Warden/first aider on each shift.

The second responsibility will be training and familiarisation of staff, including:

- identification of staff working in medium-high risk areas, and training in managing this risk (eg. kitchen);
- training staff in fire emergency and evacuation procedures;
- making staff aware how to contact management and emergency services;
- training relevant staff (eg. Area/building Wardens), how to use first attack fire fighting equipment safely and effectively;
- appoint Chief Warden to be responsible for fire evacuation drills and their practice and recorded at regular intervals of no less than twice per year;
- that dates for fire drills are notified to both guests and staff with 2 months notice (this will not be possible in all situations therefore additional warnings will be given to all guests on their check-in and visitors will be notified on their arrival);
- instruct staff member at their induction / training course on;
 - the procedure to be followed in event of emergency
 - means of escape from a burning building
 - location and operation of fire fighting equipment
 - location and method of operating fire alarms
 - procedure for conducting the evacuation of staff and guests from a building in the event of an emergency
- maintain a written fire and evacuation plan for the building; and
- maintain a record of fire instructions (see **Appendix N6** for record).

Other responsibilities will include:

- keeping egress routes and emergency exits are clear of obstructions;
- keeping break glass alarms, fire notices and evacuation plans, and fire fighting equipment are in good order;
- safely storing and disposing of hazardous materials;
- requiring qualified maintenance staff only, to install or repair electrical services;
- removing excessive stores, unused equipment, waste material and rubbish from cluttered areas;
- providing storage facilities for loose paper records;
- keeping all flammable liquids and chemicals in a proper containers and locked areas;
- provide receptacles for cigarette butts and smokers waste in public areas, and clear daily;
- provide metal rubbish bins for normal waste;
- keep furniture, curtains, towels, paper products, and the like clear of cooking and heating appliances;
- exhaust fans and air conditioning equipment are operating correctly and kept clean;
- keep hoods filters and ducts over cooking equipment clean and free of any grease and oil build up;
- prominently displayed and enforce 'NO SMOKING' signs;
- remove any spillage or accumulation of flammable liquids, oils and grease if safe to do so; and
- regularly check chimney, flues and heaters for soundness and remove any build up of deposits.

7.3.3 Notification and Communications

This plan will adopt the "R.A.C.E" acronym as a summary of emergency procedures. This system will be displayed on signs throughout buildings to remind staff and guests how to react in an emergency situation. Areas will include, common bathrooms, common rooms in accommodation rooms, staff areas and emergency evacuation doors.

Figure 7.2 Standard Emergency Message to be installed with in buildings

R	"RESCUE"	<ul style="list-style-type: none">Any person/s in immediate danger if safe to do so
A	"ALARM"	<ul style="list-style-type: none">Raise the alarm.Contact Manager on Duty/Chief WardenContact Emergency Services '000'In the case of fire, activate break glass Alarm
C	"CONTAIN"	<ul style="list-style-type: none">Close all doors to contain fireSecure the area (except in the case of a bomb threat)
E	"EXTINGUISH / EVACUATE"	<ul style="list-style-type: none">Attempt to extinguish a fire only if you are trained and it is safe to do so. Evacuate according to the Quarantine Station Policy

Notification of Manager on Duty (Chief Warden or Deputy Chief Warden)

All incidents and emergencies must be reported immediately to the Manager on Duty (Chief Warden or Deputy Warden). When reporting to the Manager on Duty use Ext. 9 (Reception) and calmly and clearly state that you need to speak with Manager on Duty for an emergency situation; upon speaking with Manager on Duty, provide the:

- location of emergency;
- type and extent of emergency; and
- caller's name, job title and operation.

The Manager on Duty will ordinarily co-ordinate the notification of emergency services. However if a delay for any reason results in the notification of the Manger on Duty being delayed then contact emergency services on '000'. Note that to dial an outside line from Quarantine Station dial '0' to get an outside line and then dial '000'

Ask the Emergency Operator for the appropriate service (Fire, Police or Ambulance) and:

- state the exact location of the emergency;
- type and extent of the emergency; and
- callers name, job title and operation.

Communications

A list of emergency telephone numbers is to be updated and kept in a location near each telephone (see **Appendix N20**). The Property Management System in the hotel reception will produce all emergency reports required. This process will be a one- button procedure which will contain such reports as an In-house by name accommodation, in-house by room number, disabled persons register and a guest ledger.

Access control is located at two main points the entry gate and the main intersection near A1. Both these points will be controlled by direct intercom access to the hotel reception, which is staffed 24 hours a day. To leave the site, egress is still available through these points for emergency vehicles via an automatic loop in the road, which will lift the boom as vehicle approaches through it.

When an emergency is declared the Chief Warden or Deputy Chief Warden will determine the communications protocols. Initially a communications location should be established and all communications should pass through this post. Forms of communications within the lease area will include fixed land line telephones, wireless paging system, two-way radios and mobile phones. The communication methods to be used will be determined once the type of emergency has been established. Runners may be used in certain situations.

7.4 Specific responsibilities

It is recognised that certain individuals have important roles in responding to any emergency that may affect the normal functions of the site. Where an emergency arises or is declared, individuals with specific roles in the Emergency Control Organisation will be notified to take responsibility and provide direction to staff and guests.

The Emergency Planning Committee (EPC)

The EPC consists of Mawland Hotel Management and DEC in consultation with NSW Police, Fire and Ambulance Services. The EPC will develop the following:

- details of the Emergency and Evacuation procedures;
- coordination with other agencies;
- circulation of procedures and associated information;
- training in the procedures described;
- an Emergency Control Organisation (ECO); and
- general fire safety procedures and training.

The Emergency Control Organisation (ECO)

The primary role of members of the ECO will ensure that the protection of life takes precedence over the protection of other assets. A training and evacuation exercise program will be implemented to ensure that each officer in the ECO has clearly defined duties and responsibilities, and will act confidently in any emergency. The ECO is the structure that will initiate the appropriate response to any emergency situation. It will comprise a Chief Warden, Deputy Chief Warden, a Communications Officer, Area/Building Wardens, and Wardens. See **Table 7.4**. Nominated first-aiders shall not be appointed as a warden.

Consideration will be given to nominating any qualified first aid personnel or professional security staff to the ECO. The DEC will nominate an Officer that is appropriately trained in fire safety and first aid duties as one of the members of the ECO. The ECO shall arrange the replacement of Wardens who are no longer available and nominate suitable persons to cover short-term absences. An up-to-date register of all ECO personnel shall be kept readily available. This register will be kept in the hotel reception (see **Appendix N7** for register).

Personnel appointed to the ECO will:

- be physically and mentally capable of performing their duties;
- have leadership qualities and command authority;
- have maturity of judgement, good decision-making skills and be capable of remaining calm under pressure;
- be familiar with their future areas of responsibility;
- be available to undertake their appointed duties;
- have clear diction and be able to communicate with the majority of guests and staff; and
- be willing and able to undergo relevant training.

The person selected to head the ECO (Emergency Coordinator), in addition to the above, will have a detailed knowledge of the layout of the buildings, infrastructure, and bushland areas, and of all work spaces. The Communications Officer will be competent in the use of the communications equipment on the site and have a clear commanding voice. The Communications Officer shall possess the skills to document actions taken during the emergency. As no Early Warning Internal System is installed, the receptionist/switchboard operator will be required to operate the communications equipment. A Deputy Chief Warden could carry out the Communications Officer's duties.

Area/Building Wardens will be appointed consistent with the level of their day-to-day responsibilities and their rosters. The Area/Building Warden responsibilities will be attached to a specific position so that the person rostered to the position (in either a permanent or temporary capacity) carries out the necessary Warden functions. The personnel appointed will have the qualities needed to enable them to perform duties required in emergencies. Factors to be considered include availability (they should be persons who spend most of their time at, or near, their work stations), ability to organise others in an emergency and reliability.

Deputies will be appointed to each of the Chief Warden, Communications Officer Area/Building Warden's positions, to ensure continuity of their functions during absences. The selection of deputies will be consistent with the appropriate selection criteria. Deputies will be fully trained and prepared to take over the primary roles as required.

Where necessary, Wardens will be appointed to assist the Area/Building Wardens, in particular where there are multiple buildings in an area, or where the area is geographically dispersed. Wardens will also be capable of deputising for other nominated positions and be provided with the necessary training to do so.

Identification of members of ECO

Warden identification is necessary to ensure the occupants of the building and officers of the emergency services can quickly identify key personnel. This identification will be consistent throughout the site. This will be in the form of coloured identification vests and helmets. The standard colours to be used are:

- white for the Chief Warden and Deputy Chief Warden;
- yellow for the Area/Building Warden; and
- Red for the Warden.

Identification is to be prominently marked with the wearer's title and location. The Communications Officer will not necessarily wear identification vests; however, if such equipment is worn it will be white. Where in-house First Aid Officers are allocated a role in the ECO, they are to be identified by a green cross on a white background.

Vests will be located at Reception (A1) and issued to staff members on duty.

Responsibilities of the ECO

Below is a summary of the responsibilities of the members of the ECO.

Table 7.2 Summary table of the responsibilities of the Chief Warden, Deputy Chief Warden, Communications Officer, Floor or Area Wardens and Wardens

Positions	Identification	Responsibilities
Chief Warden (General Manager of Hotel Manager)	White	<ul style="list-style-type: none"> ▪ Ascertain the nature of the emergency and determine appropriate action ▪ Ensure that the appropriate emergency service has been notified ▪ Ensure that floor or area Wardens are advised of the situation ▪ Assess situation and decide if the emergency is controllable ▪ If necessary, initiate evacuation and control entry to the affected areas ▪ If warranted, evacuate site ▪ Ensure the progress of the evacuation and any action taken is recorded in an incident log ▪ Receive Warden reports as each building is evacuated ▪ Brief the emergency services personnel upon arrival on type, scope and location of the emergency and the status of the evacuation and, thereafter, act on the senior officer's instructions ▪ Make sure Warden's are posted at exits to prevent re-entry to the building ▪ Announce when building is clear for re-entry ▪ Notify neighbours if applicable
Deputy Chief Warden (All other operation head managers)	White	<ul style="list-style-type: none"> ▪ Assume the responsibilities normally carried out by the Chief Warden if the Chief Warden is unavailable, and otherwise assist as required
Communications Officer (Front Desk Guest Service Agent)	White	<ul style="list-style-type: none"> ▪ Ascertain the nature and location of the emergency ▪ Confirm that the appropriate emergency service has been notified ▪ Notify appropriate ECO personnel ▪ Transmit and record instructions and information between the Chief Warden and the Area / Building Wardens and occupants ▪ Maintain a log of the events (Appendix N19) ▪ Act as directed by the Chief Warden
Area/Building Wardens (Senior staff members of each operation)	Yellow	<ul style="list-style-type: none"> ▪ Implement the emergency procedures for their floor or area ▪ Ensure that the appropriate emergency service has been notified ▪ Check the floor or area for any abnormal situation ▪ Commence evacuation if the circumstances on their floor or area warrant this ▪ Communicate with the Chief Warden by whatever means available and act on instructions ▪ Advise the Chief Warden as soon as possible of the circumstances and action taken ▪ Co-opt persons as required to assist as a Warden's during an emergency ▪ Check to ensure fire doors and smoke doors are properly closed ▪ Search the floor or area to ensure all persons have evacuated
Wardens (appropriately trained staff in each operation)	Red	

		<ul style="list-style-type: none"> ▪ Assist persons with disabilities ▪ Ensure orderly flow of persons into protected areas, eg. stairwells ▪ Act as leader of groups moving to nominated assembly areas ▪ Assign trained personnel to attempt fire extinguishment if deemed safe to do so ▪ Confirm that the activities of Wardens have been completed and report this to the Chief Warden
First Aid Officer (appropriately trained senior staff from site operations)	Green Cross on a white background	<ul style="list-style-type: none"> ▪ Assist in the provision of a service for the emergency treatment of injuries or illness ▪ Arranging prompt and appropriate referral of casualties to medical aid as required ▪ Maintain the first aid facilities, including first aid equipment, and keeping clean, checking and restocking first aid kits ▪ Keeping a record on the minor injuries record form, kept in each first aid kit, of all injuries seen and treatments given by the nominated first aid officer ▪ Regularly forward the minor injuries record forms to the Chief Warden ▪ Maintain an inventory of equipment and stocks used ▪ Keep an up to date list of nominated first aid officers, their contact numbers and locations ▪ Prominently display a "What to do in case of a medical emergency list" ▪ Issue up to date procedures and relevant policies to all staff ▪ Report hazards to management ▪ Meet with other first aiders and discuss common problems

7.5 Assessment of Emergency and Evacuation Plan

The EPC will ensure the procedures remain viable and effective by review and monitoring at periods not exceeding 6 months in the first five years, or whenever a new building is constructed. At the conclusion of 5 years the co-proponents will undertake a review of the plan. This review will be prepared in consultation with the agencies specified in approval condition 205. On completion of the review the co-proponents will prepare a revised Emergency and Evacuation Plan to which will be submitted to DEC for approval. To ensure that interest in and knowledge of the procedures are maintained and that the ECO personnel maintain their skills, the EPC will:

- meet as required or at intervals not greater than six months;
- undertake training sessions to maintain the knowledge and skills of Wardens;
- promptly replace ECO personnel who vacate their positions;
- conduct evacuation exercises;
- ensure the administrative requirements of the ECO are maintained (eg. training records);
- monitor equipment maintenance, nomination of new Wardens and the like; and
- review procedures after an emergency, an exercise or any changes that affect the emergency management plan.

7.6 Required responses

The required responses for each type of emergency are detailed in **Section 7.11** 'Procedures for specific selected emergencies'. However, the geography of the Quarantine Station and the layout of each of the precincts requires flexibility to be built into the in the procedures. Hence, various options for assembly areas have been developed.

Figure 7.3 proposes a display to be installed in staff areas to remind them of their immediate response for an emergency situation.

Figure 7.3 Summary table of required responses

Summary of required responses for staff	
a.	Notification of Chief Warden of confirmed emergency
b.	Confirmation of emergency services responding
c.	Warden sent to main gate to meet the Emergency Services vehicle and guide in to required area
d.	Warden sent to remove any restricted access barriers such as removable bollards or gates
e.	Implementation of Emergency and Evacuation Plan

7.7 Implementing emergency procedures

All levels of management and staff will participate in the implementation and maintenance of the emergency procedures, and the EPC will establish a program for implementing the procedures into the organisational structure of the site.

The following procedures will be carried out to implement to Emergency and Evacuation Plan:

- The Emergency and Evacuation Plan shall be displayed in prominent areas around the site. These locations will be:
 - Administration precinct (hotel reception);
 - Third Class precinct (P27);
 - Hospital precinct (health retreat);
 - Wharf precinct (visitor centre and restaurant); and
 - First and Second class precinct (S2 and P13)
- the emergency procedures shall form part of the routine management training and records will be kept of the updating of this training on an annual basis (See **Appendix N6** for the training record);
- the EPC shall disseminate information about the procedures in the Emergency and Evacuation policy and procedures memo;
- a formalised training schedule of all staff that ensures relevant training, including training in communication systems, will be provided;
- the EPC shall monitor the effect of the procedures via evacuation exercises, and rectify any deficiencies that become apparent; and
- Numerous numbers of copies shall be available and a record kept of their whereabouts.

7.8 Maintaining emergency procedures

Training

During an emergency, the smooth operation of the emergency procedures will be maximised if all members of the ECO and other guests, visitors, contractors and staff are thoroughly familiar with what is expected of them. Therefore, it is necessary to train and practice test the preparedness of the response team. Personnel conducting education and training shall have the necessary skills and experience, and will be coordinated by the EPC.

The EPC will also consider the need for delivery mechanisms that cater for the various staff and guests and the abilities of these people to comprehend the messages being delivered. ECO personnel and all other staff will be made familiar with the following:

- methods of raising an alarm;
- methods of evacuation, evacuation routes, and location of assembly areas;
- emergency personnel authority and identification;
- the layout of the area or building for which Wardens are responsible (they should know the existence of, and the positions of, strongrooms, secure rooms, rooms leading off blind passages, doors leading to dead ends and other concealed areas in which persons could be located);
- the operation of, and procedures for use of the communications equipment and alarm-initiating devices;
- the operation of portable fire extinguishers, fire hose reels and fire blankets;
- the number, location and means of assistance for persons with disabilities on their floor or in their area;

- circumstances where evacuation may need to be modified or where it is not the most appropriate action to take;
- any special procedures that may exist to protect strategically significant items located in their building or in their area; and
- any dangerous goods that may need special attention or isolation.

ECO personnel will meet together at intervals not greater than six months. These meetings will also be used as short skills maintenance sessions to maintain the interest of personnel and improve their knowledge and skills.

The EPC will ensure that every guest of the building is advised of the procedure to be taken in the event of an emergency. This will be done by a summary of evacuation procedures provided in written form in each accommodation room and a display panel on the back of every accommodation room door. Each building not being used for accommodation will also have a sign clearly visible showing the evacuation procedures.

For further information regarding typical training and the Wardens Self-Test information see Australian Standards and **Appendix N8**.

Conducting exercises (drill)

When planning an evacuation exercise, consideration should be given to briefing staff, contractors and other guests on the following:

- the identity of their Wardens;
- location and operation of alarm system, where installed;
- procedures they are to take in response to the alarm signals;
- the method of reporting emergencies;
- location of the assembly area for their area/building Warden, where applicable;
- the evacuation routes they are to take;
- location of assembly or designated alternative areas that provide safe refuge internally or externally; and
- what is required at the completion of the exercise.

A debriefing session after each exercise (or actual) evacuation is essential to identify any positive or negative facets of the ECO operation, and of procedures. Observers' checklists (**Appendix N21**) are to be analysed during debriefing sessions and any deficiencies to be reported to the EPC, so that they can amend procedures to suit.

Evacuation exercises are to be conducted to ensure that the procedures are satisfactory. Once the EPC has established that the emergency procedures are satisfactory and workable, a program of evacuation exercises should be established for at least the next 12 months. Observers using the standard checklists shall attend all evacuation exercises. Each evacuation exercise shall be prefixed by an announcement that indicates it is an evacuation exercise only.

Before the first evacuation exercise takes place, staff and guests are to be briefed by the EPC, particularly in identification of Wardens and their duties. The Wardens should be briefed to give extra assistance to staff during the initial evacuations. The first evacuation exercise can be run as a series of partial evacuations. The objectives for practice evacuations are to include the following:

- wardens to initiate emergency procedure without waiting for instructions;
- wardens to respond to alarms within 'x' seconds (time to be determined after commencement of activity);
- a search of all zones to be completed without delay;
- simulated call to emergency service as appropriate;
- emergency control point to be staffed immediately;
- evacuation to commence within 'x' minutes (time to be determined after commencement of activity);
- evacuation to be completed within 'x' minutes (time to be determined after commencement of activity);
- wardens to report the location of any persons with disabilities requiring assistance;
- wardens to control any vehicle movements during evacuations;
- a nominated rostered position to respond to the entry gate to meet responding emergency service(s); and
- a nominated rostered position to respond to remove any access control barriers, which may need to be removed for emergency services to move around the site freely.

Note: evacuation exercises without notice are not recommended under the Australian Standard.

Wardens and other key participants will attend a debriefing session immediately after an exercise, to be conducted by the Chief Warden. The observers' check lists (completed during the exercise) will provide the basis for discussion at the debriefing. The main purpose of the exercise is to identify and correct any deficiencies in the procedure or its implementation.

Evacuation exercises will be conducted either as partial evacuation exercises or a total exercise relating to the entire site. All staff are to participate in at least one exercise in each 12-month period, unless the EPC grants an exemption.

7.9 Conducting checks and hazard reduction

Hazard analyses will be undertaken for each building, structure and workplace within the lease area every 3 months as an interim measure until the fire hydrant system is upgraded. On an annual basis the hazard analysis will be conducted, and the findings presented to the EPC. The presence of some hazards may warrant specific procedures to be drawn up and added to this Plan. Hazard reduction of bushland areas will be coordinated through bushland management programs, directed through the Environmental Management Plan.

Table 7.3 Types of hazards to be considered in the hazard analysis

Hazard	Explanation
Safe use of appliances in the buildings/landscape	Ensure reasonable fire safety precautions are taken with regard to electrical wiring and appliances (including tagging of portable equipment), gas reticulation, equipment and appliances (including portable equipment) and appliances fuelled by flammable liquid
Control of open flames	Ensure any appliance that has an open flame or is fuelled by flammable liquid or gas is constructed, secured and protected so as to minimise the risk of fire to the building or contents
Goods delivery/ garbage stores	The goods delivery and garbage area/s on site are to be kept clean and tidy, and smoking will not be permitted in the vicinity. These areas will be secured from the public
Storage of goods and materials inside and out	Flammable or combustible materials will be kept in a suitable protected area away from buildings or neighbouring buildings, with hazardous material clearly identified
Fire fighting equipment	Fire fighting equipment (such as hydrants, hose reels and extinguishers) will be maintained and serviced bi-annually. They will be kept clear of obstruction and able to be used at all times. If an extinguisher has been used it will be recharged as soon as possible
Escape routes	Regular checks of the means of escape and the fire safety of the building will be carried out to ensure that: They are kept clear of all obstacles at all times; Exit doors are not locked, barred, or blocked so as to prevent occupants from leaving the building at any time; Smoke control and fire stop doors are to be kept closed and not wedged open. Use of "hold open devices" that comply with the Building Code is permitted; Stairways and passageways, which are designed for means of escape from fire, are not to be used as places for storage or places where refuse is allowed to accumulate; and Flammable liquids or materials shall not be stored near or within any part of the building used as a means of escape from fire

These checks will be carried out by the Hotel Manager, Site Manager and Housekeeping Manager using **Appendix N3 and N10** (see **Section 7.13** for organisational chart). Any fault affecting the means of escape must be referred to the site General Manager for immediate rectification and action.

If staff members or guest identify a hazard they will be required to fill out a Hazard Identification and Fault Form (see **Appendix N1**) These forms will be circulated to the manager responsible for that operation, the General Manger and the Site Manager.

7.10 General procedures

Other general procedures required to minimise risk include:

- do not enter areas which have heat and smoke; and
- follow all instructions of Building Wardens, security, management and Emergency Services personnel.

Vacating buildings

Australian Standard AS 3745-2002 'Emergency control organisation and procedures for buildings, structures and workplaces' (amendment imminent) sets out the requirements for the development of procedures for the controlled evacuation of buildings, structures and workplaces during emergencies. If adopted by the Building Code of Australia, this standard could also indirectly require provision for safe evacuation of persons with disabilities. In AS 3745 persons requiring least assistance to evacuate are given priority over most disabled persons.

Due to their heritage status, several buildings cannot be made fully compliant to evacuation standards contained within the Building Code of Australia (typically due to narrow corridors and doorways). Consequently, Building Wardens, security, management and Emergency Services personnel must be specifically trained in how to safely and efficiently evacuate people from non-compliant buildings where groups of people congregate. These buildings are: A2, A6, A7, A8, A9, A12, A14, A20, A25, P3, P5, P6, P10, P11, P12, P14, P27, H1, H2, H3, H4, H5, H6, H15, S5 and S9.

Assembly Areas

Guests, visitors and staff will be evacuated to an assembly area designated by the emergency procedure for the specific building. Staff, visitors and guests will remain in this area until the Fire Brigades, Police or Chief Building Warden has given further instructions, or until the all clear has been given. **Figure 7.4** illustrates the designated assembly areas.

Alternative assembly areas

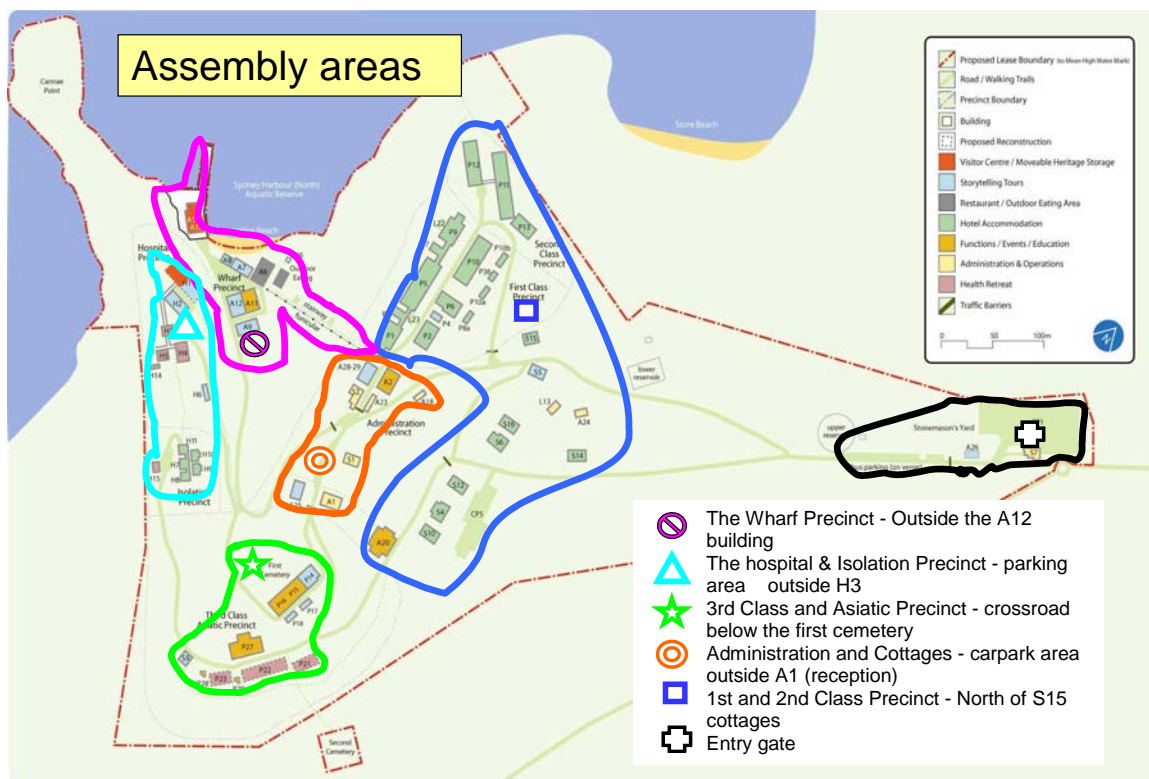
Assembly areas and evacuation procedures for each building need to be identified as building occupancy certificates are prepared. These are posted in the Standard Fire Evacuation Procedures that will be clearly visible in all buildings across the site. The assembly point is the area nominated in each precinct that all staff and visitors are to assemble at when the alarm is raised. Keep clear of the roadways and buildings. Ensure staff and guests do not enter the building and remain at the assembly point until the all clear is given to move off site.







If these areas are unavailable due to fall out from the emergency, the Area/Building Wardens may decide on their own accord to find an alternative location (but must notify the Chief Warden or Emergency Services).

The following should be considered in selecting an alternative location for evacuees:

- feel safe and secure;
- external lighting should be sufficient from building to the assembly area (this will be considered in the Heritage Landscape Management Plan and marked on the finished architectural building plans);
- internal lighting eg. exit signs, will be identified in the building plans and will be in accordance with Building Code of Australia (BCA) guidelines (these will be shown on the finished architectural building plans);
- be located a reasonable distance from the emergency;
- be free of any smoke or fall out from the emergency;
- provide some form of shelter from the elements (if possible);
- provide access for emergency services to provide medical services;
- sufficient in size to accommodate the desired number of people; and
- have two means of egress.

Figure 7.4 Designated assembly areas



	<p>Wharf Precinct Assembly Area. Buildings that will be evacuated to this area are A12, A11, A9, A6, A7, A8, and A14-A17. This is the most significant area, as it will likely have the highest concentration of persons (day visitation precinct, restaurant and visitor centre – between 200-250 persons) and displays the most significant potential fire risk (A6 kitchen). It will also form the central evacuation point if the site has to be evacuated by water (e.g. in the event of a bushfire). The area can be evacuated from this point in a number of ways, principal of which is through the beachfront fence and via water. Alternative egress points include up the pathway to the hospital precinct and back up the main road to the entry gate.</p>
	<p>Hospital and Isolation Precinct Assembly Area. Buildings to be evacuated to this area are H1, H2, H3, H4, H5, H14, H15 and H7-H11. Evacuation routes are: via path to Isolation Precinct; along the main road system towards the main gate; and path leading to the Wharf Precinct. If pathway between Isolation and Hospital Precincts is not available the alternate route will be to take the main road system to the Third Class Assembly point.</p>
	<p>Third Class and Asiatic Precinct Assembly Area.</p> <p>The buildings that will evacuate to this point will be P14-16, P17-18, P27, P22 and A25. The area was chosen because of its ability to be evacuated towards the Wharf Precinct or towards the main gate.</p>
	<p>Administration and Cottage Assembly Area.</p> <p>The buildings that will evacuate to this point will be A20, S10, S4, S12, A1, S1, S2, A23, A28-29 and A2. Will be evacuated to the Hotel Reception carpark area outside A1 (reception). The area has been chosen due to the ability to evacuate the site from this point in several ways, either down towards the water or up to the main gate.</p>
	<p>First and Second Class Assembly Area. The buildings that would be evacuated to this area are S6, S16, S14, A24, L13, S5, S15, P13, P11, P12, P9, P5, P1, P2, P4, P6 and P10. Will be evacuated to the front of S15 cottage. This area is where the majority of accommodation guests would be assembled, therefore this area reflects the most open space and is located close to a cottage with the facilities to be used for shelter, bathrooms and a triage area.</p>
	<p>Entry Gate Assembly Area.</p> <p>The buildings that would be evacuated to this area are S7 and A26 and any visitor or guest within the entrance area and CP1 carpark. The area also serves as the major site for evacuating every person from the site by road, and may also be used for emergency services to set up their communications area.</p>

Evacuation of disabled persons

People with disabilities should be taken to a pre-determined safe place near the exit doors. If their disability prevents them from immediate evacuation a person capable of helping them from the building should stay with them. Once everyone else has safely left the building and the exit is clear, disabled persons should then be evacuated.

A safe place may be:

- in another section of the affected building, ensuring that all the doors are closed between the disabled person and the fire, but still an escape route if need be; or
- out of the entire building.

Appendix N5 provides a Disabled Persons Register. This could be printed from Property Management System. A disabled persons register will be available at all times to the Chief Warden and Emergency Services. The register will be located in the main administration building (A1 – Hotel reception). The register will contain details on the guest and will act as a quick reference guide for the Chief Warden to ensure that all persons will quickly receive assistance in the event of an emergency.

Evacuation of injured persons - triage area

Where injuries arise from an emergency, movement of the injured person (if possible) from the area of the emergency will be crucial. Notification of injured persons will be provided to the Chief Warden or emergency services as soon as possible. The injured person will be classified and attended to by first aid officers (if possible) or ideally the NSW Ambulance Service.

Other Agency Roles

Table 7.4 outlines the roles of each emergency related organisation.

Table 7.4 The role of each emergency related organisation

Agency	Roles
NSW Police Service	The NSW Emergency Services Act imposes upon NSW Police the responsibility for managing emergencies in NSW, except where a fire or hazardous materials is concerned. NSW Police may provide advice during a bomb threat, but are more likely to take command when a suspicious device has been located.
NSW Fire Brigades	NSW State Legislation recognises that a Senior Fire Brigades Officer is in command of a fire emergency site. All staff and guests are required to follow all directions and requests of that Senior Fire Brigades Officer.
NSW Ambulance Service	NSW Ambulance Service will attend all emergency situations where it is likely or known to be injured persons in need of medical attention. First aid officers should provide all information required to medical services when they arrive.
Department of Environment and Conservation (DEC)	The DEC Area Officer or Duty Officer (if after hours) will be notified at the time of an incident. A DEC Officer will be dispatched to the incident and will be responsible for liaising with the Regional Duty Officer..

Emergency Command Centre

The principle location for command post should be building A1 (hotel reception). In the event that the emergency makes A1 unsuitable, building S15 (staff cottage) should provide the supporting command centre.

Post trauma considerations

The short and long term psychological effects of being confronted with emergency can be severe. Each person will react differently to an incident. Traumatic incidents can overwhelm a person's ability to cope. The reaction and the degree to which they are affected, and for how long will depend on many factors. Common reactions include:

- inability to dismiss the incident during relaxation or sleep. (thoughts always return to the incident despite trying to concentrate on something else);
- increased heart rate;
- insomnia and hypersensitivity;
- muscle tension;
- startled reactions;
- fear of returning to work;
- phobias;
- anxiety;
- depression;
- grief;
- guilt;
- anger with oneself or 'the system';
- sullen or moody; and
- any action which is significantly outside of the usual behaviour of the individual.

It is important to monitor and manage these reactions. Staff should not pass judgement or criticise a person's behaviour and do not trivialise the event or behave in an unsympathetic manner. Criticism or perceived criticism by a person or company can perpetuate the symptoms and cause ongoing emotional problems. Early professional assistance and counselling will assist the healing process. Some people have reactions that only last a few days, others weeks, months or years. Healing can be greatly assisted by sharing feelings about the incident with others and by referral to professional support when necessary. Prompt post-traumatic stress counselling and debriefing from professionals will be offered to all staff and guests involved in a traumatic emergency. The following may also be recommended to reduce the after effects:

- alternate periods of rest with physical exercise;
- avoid drinking alcohol for a few days after the incident;
- reduce caffeine intake;
- structure time and keep busy;
- talk to people and let family and friends know what is going on;
- keep life as normal as possible in the days following the incident;
- eat regular meals; and
- do not expect memories to just go away.

Persons involved will be reminded "that they are the victims and help is at hand". The most common effect of a criminal incident is for victims to blame themselves for its occurrence. When a person's vulnerability is revealed during a violent crime or emergency situation, it is easy to accept they were somehow to blame. Statements such as "I should have done this" or "I could have done that" certainly empower and give back to our sense of invulnerability. They DO NOT however put the responsibility where it belongs.

7.11 Procedures for selected emergencies

7.11.1 Emergency evacuation procedures

If a continuous alarm bell is heard, or people are requested by an Area/Building Warden or a member of staff to evacuate the building they must:

- close all doors and windows behind you (if a bomb threat, leave all doors except fire doors open);
- leave the building immediately by the nearest safe exit;
- proceed to the assembly area indicated on the site map;
- remain in the assembly area until the emergency is over; and
- do not re-enter the building until advised it is safe to do so by the Area/Building Warden or emergency services staff.

Priorities that staff will follow in an evacuation are:

- protection of life;
- ensure all people who may be in danger are warned, and that action is taken to guarantee their safety, before any steps are taken to prevent the spread of the hazard, to secure assets, or to eliminate the hazard;
- prevent the spread of hazard;
- control the extent of the hazard within the building and minimise its release into the environment;
- save assets in the area;
- prevent personal and company assets (buildings) from being damaged in the event of a fire; and
- eliminate the hazard (eg. eliminate the fire by extinguishment if deemed safe to do so).

Crowd control

Research indicates that people unfamiliar with specific alarms (guests) will usually react in the following manner:

- ignore the alarm in the hope that it may be a false alarm or that the situation will resolve itself;
- complete what they are doing when the alarm occurred, for example people will remain in a shopping queue, continue with a phone call or continue eating a meal;
- locate any family or friends before trying to evacuate;
- react in a similar way to others around them;
- not panic (this usually occurs only when a person thinks they have no way out of a dangerous situation and are desperate to escape); and
- maintain a passive role, expecting to be told what to do by someone in authority. (It is this last feature which allows a Warden to control crowds).

Positioning of Wardens

Area/Building Wardens and Wardens who are responsible for directing people out of a danger area should, in the first instance, position themselves so that they are:

- clearly visible;
- not exposing themselves or any other person to danger; and
- able to exercise control over persons leaving the area.

Movement control

Wardens should direct persons towards the exits using a calm but firm voice and smooth, commanding hand signals. They will use such terms as:

"This way please", "move directly outside" and "use this/ that exit". Positive hand signals should be used to augment verbal directives. Words such as 'hurry', 'quickly', 'faster', 'bomb', and 'trapped', will be avoided at all costs. Jerky hand signals such as beckoning people towards you in a rapid and continuous manner will also be avoided.

People will obviously be bewildered and curious as to the cause of the evacuation. However, Wardens must not engage in lengthy explanations with people at exit points. The object is to calmly, efficiently and safely direct people out of the building.

7.11.2 Armed hold up

The lease area is very isolated from the rest of the local community. The hotel reception, visitor centre and restaurant are the most likely targets for armed hold up (due to their cash registers). Staff of these operations will be particularly aware of activities that may lead them to be vulnerable targets. The NSW Police have offered to regularly brief all staff regarding the procedures if an armed intruder enters the site.

Notification and response

Staff unable to safely alert someone during the event will do so directly after the armed intruder leaves. Staff must ensure that the following are notified:

- NSW Police (000)
- Manager on Duty

To ensure the urgent assistance when communicating with the Police and manager on duty, staff will state that they have been held up or that an armed hold up is in progress.

Table 7.5 Groups that the manager on Duty will notify in the event of an armed hold up

Group	Actions Required
NSW Police	Alert to alarm Call for confirmed hold-up
Emergency Co-Ordinator (Chief Warden or Deputy Chief Warden)	Alerted to alarm condition Called for confirmed hold-up
EPC members	Informed of confirmed hold up
DEC - Duty Officer	Informed of confirmed hold up
ECO Public Relations Officer	Informed of confirmed hold up

Procedures for staff during an armed hold up

During an armed hold up the staff will follow the following instructions:

- obey the offender's instructions;
- if not directly involved leave the building if it is safe to do so, then raise the alarm;
- be deliberate in your reactions (eg. if ordered to hand money to the intruder give the money in the following order: as many coins as possible, followed by all of the smaller denominations);
- phone 000 if able to do so without danger and to keep the phone line open;
- carefully observe any vehicle (if used), taking note of the registration numbers, type, colour and number of occupants and their appearances. Observation is the key to catching the intruders. In particular take note of speech, mannerisms, clothing, scars, tattoos or any other distinguishing features and record them in writing as soon as possible;
- immediately after the offenders leave, restrict the areas where they stood or touched, do not allow anybody in these areas until the police have checked for fingerprints;
- ask all witnesses to remain until the Police arrive; and
- do not speak with any members of the media (direct all inquiries to the person in charge Chief Warden or Manager on Duty).

Describing the event

Intruders are not commonly apprehended while committing the crime, so Police rely heavily on actual information supplied to them by eyewitnesses. Working to a system is always effective. Staff will therefore develop a systemised approach to observing the offender. **Appendix N11** provides a checklist to be used to assist you in describing the incident.

7.11.3 Bomb emergency

Most bomb threats are hoaxes aimed at causing disruption to the normal day-to-day operations. Until proven otherwise, all bomb threats are to be treated as real. The most common form of threat is by telephone, warning that a bomb has been placed on the site. Reception will be the most likely place that a Bomb threat call will be received.

Each staff member in a high-risk operation will have a copy of the 'Bomb Threat Checklist' kept in easy reach of the telephone. This list will detail the questions that should be asked if they receive a threatening call. The more information they obtain and record the better the threat can be assessed. The checklist attached in **Appendix N12** will assist with this information.

Notification and response - telephone

The person answering the call must immediately notify:

- Their supervisor
- Manager on Duty

The Chief Warden will organise for the person who took the call to be interviewed and the Bomb Threat and Analysis Checklist to be accessed by senior management.

Table 7.6 Groups that the Manager on Duty will notify in the event of a bomb threat (phone)

Group	Action required:
NSW Police	Inform threat
Emergency Coordinator (Chief Warden or Deputy Chief Warden)	Attend Emergency site
Fire Brigades	Placed on Alert
NSW Ambulance Service	Placed on Alert
EPC members	Informed of threat
DEC Duty Officer	Informed of threat
ECO Public Relations Officer	Informed of confirmed threat

If a staff member receives a bomb threat by telephone they will follow the following procedures:

- Remain calm, avoid hanging up the telephone even if the caller does (this open line may assist police in locating the caller).
- Report the call. Alert persons nearby and enlist their help to contact the Police, Chief Warden and/or the Manager on Duty.
- Avoid spreading the word as this may cause panic. The Police, Chief Warden and Manager on Duty/General Manager will evaluate if evacuation is necessary.
- Attempt to keep the caller talking, and follow the 'Bomb Threat Checklist' (**Appendix N**) if possible.
- At the completion of the call, record as much information as possible about the caller.
- Follow all directions given by Police and/or Manger on Duty and/or Chief Warden.
- If evacuation is directed, follow the evacuation procedures (avoid closing windows and doors in the event that an explosion does occur, as this action allows the explosion to vent).
- If an unidentified object is discovered, avoid handling it, clear the area of all persons and report immediately to the Manager on Duty.

Mail bombs

Mail bombs are constructed principally to function on opening or in the removal of an inner article from an envelope package. They are weapons of terror usually aimed at an individual directly or indirectly. They may however be aimed at a group or company. It is important to be aware and look for any abnormalities in the mail before opening. Staff will look for excessive weight for the size, wires, metal exposed, unusual shape or spilled material. If a suspicious package is located contact the Manager on Duty.

Notification and response - mail bomb

The person opening the mail must immediately notify:

- Their supervisor
- Manager on Duty

The Chief Warden will organise for the person who received the parcel to be interviewed and the Bomb Threat and Analysis Form to be accessed by the Emergency Control Organisation.

Table 7.7 Groups that the Manager on Duty will notify in the event of a mail bomb

Group	Action required:
NSW Police	Inform threat
Emergency Coordinator (Chief Warden or Deputy Chief Warden)	Attend Emergency site
Fire Brigades	Placed on Alert
NSW Ambulance Service	Placed on Alert
EPC members	Informed of threat
DEC Duty officer	Informed of threat
ECO Public Relations Officer	Informed of confirmed threat

Assessment of threat

The ECO will assess the level of threat and the response required by:

1. studying bomb threat report;
2. gathering facts; and
3. Considering all options

The threat can be assessed as:

1. NON SPECIFIC THREAT OR LOW RISK. For example a call made by a child and/or with childish laughter in background, by an intoxicated person or where little detail is received.
2. SPECIFIC THREAT OF MUCH GREATER RISK. For example a call made in calm deliberate manner, perhaps by someone with a distinctive accent, where greater detail regarding timing, location or type of device is given.

Evacuation

Normally management will make the decision to evacuate but Police will advise and make recommendations. Alternative responses to an apparent evacuation emergency include:

1. Do nothing.
If a call is assessed as the NON SPECIFIC THREAT OR LOW RISK it may be tempting to do nothing. MAKE SURE it is a prank call before doing nothing, if there is the slightest doubt adopt another option.
2. Search and evaluate only if a suspicious object found.
The concern with this course of action is that persons may be in building or area for a longer period of time. This option may be considered if threat is considered to be low.
3. Search with partial evacuation.
When threat level is considered moderate, and no explosion is to be considered to be imminent, partial evacuation may be considered. Retaining essential staff and search teams, all other persons would follow evacuation plan
4. Evacuation immediately without search.
High-risk calls would call for evacuation as quickly as possible, with no search conducted.
5. Reoccupation
Once an evacuation has been completed the Manager or Duty/Chief Warden (advised by Police) will advise persons to reoccupy the building once the all clear has been given.

Search

Police will not normally search a building following a receipt of a bomb threat because:

- they are unlikely to know the layout of the premises and the various places in which a device can be concealed;
- they will not know what should be in a particular place and what should not;
- detailed searches could take considerable time and will be coordinated by the Chief Warden in conjunction with the Police;
- the Area/Building Warden to search their area and report using the designated area phone or other designated communications. Mobile phones and hand held transceivers must not be used as these items may trigger the bomb; and
- Area/Building Wardens are directed to look for anything that should not be there, that cannot be accounted for, or is out of place.

When staff are searching the area they will:

- listen for any unusual sounds;
- conduct a passive search only (look don't touch);
- operate with one team progressing clockwise and one team anti clockwise, checking the area floor to waist area, waist level to head level, head level to ceiling;
- mark an allocated area map as clear as possible;
- mark the physical area as clear using a green post it note (given to each team);
- search teams will be allocated buildings and areas. These areas will include: reception, emergency exits from buildings, restaurant, bar, visitor centre, other wharf precinct buildings, common bathrooms, accommodation hallways, all public and common areas (you are looking for something that does not belong where it is);
- search the assembly point to ensure the safety of the persons evacuated;
- do not touch or move any suspicious device that is found;
- notify Police or Chief Warden immediately;
- evacuate as per evacuation procedure; and
- never finish a search even after a suspicious package has been found (there may be more than one, continue the search until all areas have been cleared)

Notification and response - suspicious device located

When a suspicious device is located the searches should notify the Area / Building Warden.

Table 7.8 Groups that the Manager on Duty will notify in the event of a suspicious device being located

Group	Action required:
NSW Police	Confirm Device - to attend
Emergency Co-Ordinator (Chief Warden or Deputy Chief Warden)	Attend Emergency site
Fire Brigades	Confirm Device - To attend
NSW Ambulance Service	Placed on alert
EPC members	Informed of threat
DEC Duty Officer	Informed of threat
ECP Public Relations Officer	Informed of threat

Evacuation

If evacuation is required:

- evacuate the location and surrounding buildings immediately;
- close down all access to the site;
- establish how the site will be evacuated; and
- request that guests and staff take any personal belongings with them (eg hand bags, briefcases etc., then direct them to the confirmed exit route)

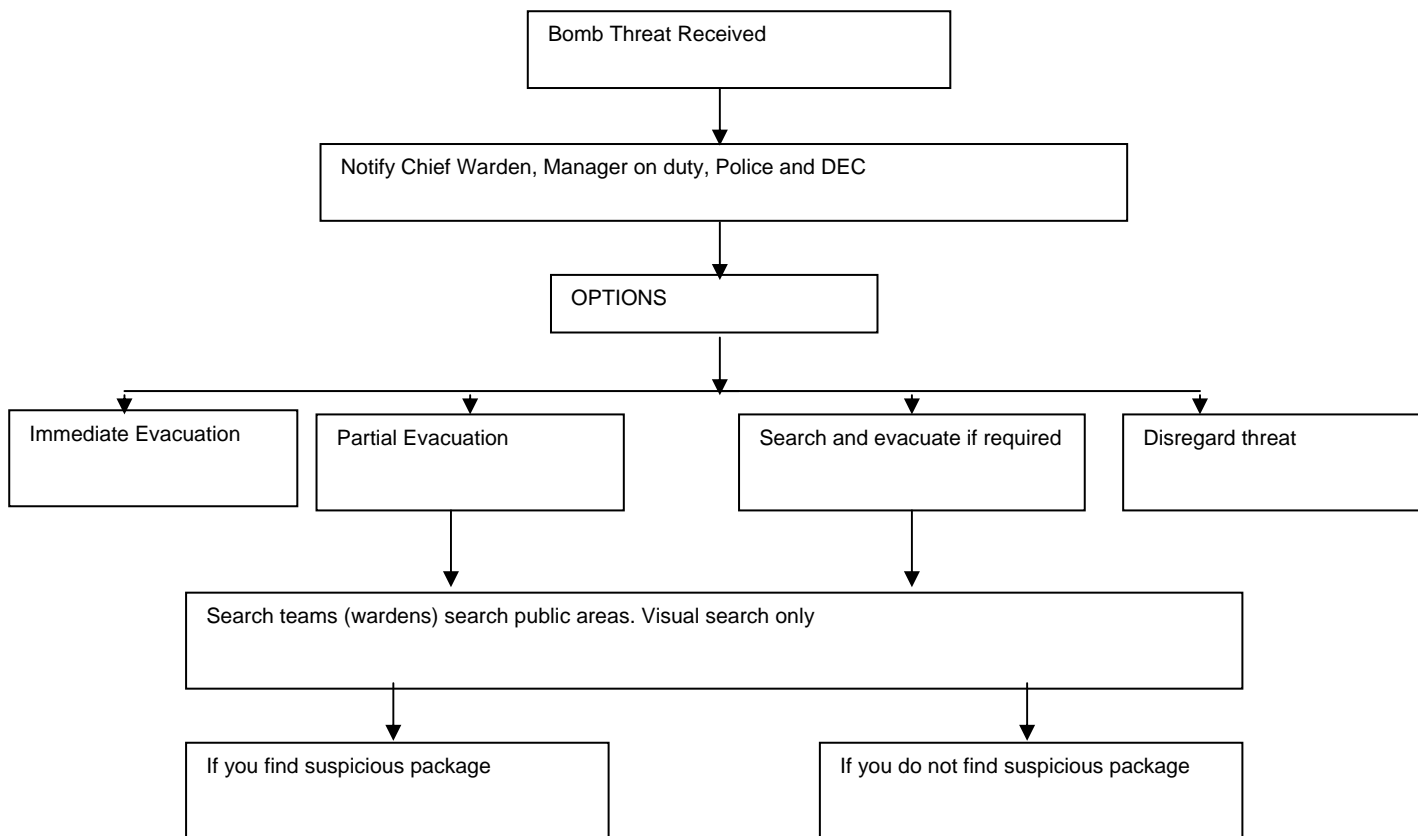
Police will have management responsibilities for this type of situation. Police will want to search the site for any secondary devices or suspect items. Police will want access to the emergency evacuation personnel for their knowledge of the lease area.

Explosion

In the event of an explosion:

- keep clam and reassure others;
- assess the surrounding area around you for safety, taking note of wires, broken glass, hanging materials, flammable and corrosive materials or the release of toxic gases;
- do not attempt to move persons or materials unless sure it is safe to do so;
- if able, report to the Manager on Duty or dial 000 for the police;
- if alarms have not triggered (fire) attempt to trigger the alarm manually and associated emergency responses (water);
- do not attempt to fight fires unless you know how to use an extinguisher or unless they are immediately life threatening;
- if able, follow evacuation procedures as quickly as possible or evaluate the safest way out;
- obey all directions given by emergency personnel; and
- do not re-enter the area until you have been given permission.
- **Figure 7.11.3** shows a summary of the bomb threat procedures. This flow chart will be a quick reference guide to the response required when a bomb threat is received.

Figure 7.5 Summary of Bomb Threat Procedures



7.11.4 Bushfire

The lease area is surrounded by bushland and therefore is exposed to the threat of bushfire. The bushfire threat will be generated by the presence of burning debris or ash fallout from bushfires carried by high winds across the site. This exposes the site to secondary fires where fallout may ignite roof areas where there is combustible material (buildings and surrounding gardens, landscape). The following bushfire response procedures are in place in the event that a bushfire occurs in any bushland on or in proximity to the site.

Notification and response

In the case of a bushfire emergency it may be necessary to respond to a fire on the site, adjacent bushland or fires on neighbouring sites (such as the Police Academy or Artillery School). When a bush fire is discovered the staff will notify:

- Manager on Duty
- Area/Building Wardens

Table 7.9 Groups that the manager on Duty will notify in the event of a bushfire

Group	Action required
NSW Fire Brigades (000)	Called for assistance
Emergency Coordinator (Chief Warden or Deputy Chief Warden)	Called to emergency site
EPC members	Informed of emergency
DEC Duty Officer	Informed of emergency and liaises with Fire Brigades
ECO Public Relations	Placed on alert

Procedures in event of a bushfire

Staff will:

- raise the alarm immediately by notifying Chief Warden or Manager on Duty or utilising the nearest alarm;
- ensure fire service is called (000) and clearly state the location of the area;
- activate R.A.C.E.;
- evacuate all buildings and areas affected to the designated assembly point;
- await direction from the Emergency Coordinator and DEC; and
- stay at the assembly point until the all clear has been given or further instructions have been given.

Notification and response for a bushfire located off site (North Head)

When a bushfire is located off the lease area the Emergency Coordinator will monitor radio and media sources for information from the Fire Service and DEC that may affect the site. The Emergency Coordinator (in coordination with DEC) will communicate any developments and delegate any special tasks required (eg. hosing down rooftops).

Table 7.10 Groups that the Emergency Coordinator will liaise with in the event of a Bushfire on North Head

Group	Action required:
NSW Rural Fire Brigades	Report situation at regular intervals
NSW Fire Brigades	Assist as required
NSW Police	Assistance as required
EPC members	Inform of emergency, review operations and consider the closing down of site, in regards to safety of guests and staff
ECO Public Relations	Alert
DEC Duty Officer	Informed of emergency and liaises with Fire Brigades

Procedures during a bushfire emergency

During a bushfire emergency the following procedures will be followed:

- Area/Building Wardens will patrol their designated area until the threat has passed and co-ordinate the clearing of any debris which may result in ignition of any buildings (this will include preventative measures such as hosing down roofs).
- If fire does take hold enact fire emergency procedures.
- Stand down (after the threat of bushfire has passed).

7.11.5 Fire emergency

The following procedures outline the steps required if a fire alarm bell sounds. All staff will be aware of how to activate the fire alarm and how to use the fire extinguishers safely and effectively.

Notification and response

If a fire is present in a building staff must notify:

1. Building Warden; and
2. Manager on Duty.

Table 7.11 Groups that the manager on Duty will notify in the event of a building fire

Group	Action required
Emergency Coordinator (Chief Warden or Deputy Chief Warden)	Notify of emergency
DEC Duty Officer	Notify in emergency
NSW Fire Brigades	Called for confirmed fire (alarm automatic response)
EPC members	If confirmed fire notify
DEC Duty Officer	Notify of emergency
ECO Public Relations	Alert if confirmed

Procedures for fire emergency

In the event of a fire all staff will have designated duties these are outlined below:

The Chief Warden will:

- Uplift building Chief Warden vest (white) and the Checklist (**Appendix N16**), and the Disabled Persons Register. This will be located in the main reception.
- Set up a site command post within the hotel reception area or other nominated area S15 (staff cottage).
- Receive reports from Area/Building Wardens on their arrival
- Place the first available Warden (or nominated staff member) at the entrance to direct emergency services vehicles to assembly areas and fire location, and to stop any unwanted traffic.
- Direct the nominated staff member to remove any removable access control barriers that could restrict movement of emergency services from moving around the site.
- Ensure that all Area/Building Wardens have accounted for all disabled persons.
- Advise and brief fire service on their arrival.
- Do not allow any persons to re-enter building or area until the all clear has been given by fire services
- Utilise available Wardens to keep assembled guests and staff informed and to ensure that they do not re –enter the building or area
- Ensure that you have someone that can assume these responsibilities in your absence

The Area/Building Wardens will:

Uplift the Fire Wardens vest (Yellow) and retrieve the checklist (**Appendix N15**). They will then evacuate all persons from designated areas via the nearest safe exits to the assembly areas, clear of fire service operations. **Table 7.12** shows the responsibilities of an Area/Building Warden.

Table 7.12 Duties of Area/Building Warden

Fire present in another part of lease area	Fire present in designated building
<ul style="list-style-type: none"> • Once the checklist is finalised and all staff, guests and visitors have cleared the building to the assembly area, report to the Chief Warden and advise that your area is clear. • If you have areas that can not be checked visually, note this on the checklist and advise the Chief Warden accordingly. • Ensure that all Disabled persons are accounted for. • Report for additional duties designated by the Chief Warden. • Do not return to the building until the all clear is given by the fire department. 	<ul style="list-style-type: none"> • Remove all persons from the room of the fire, only if conditions permit should attempts be made to fight the fire. • Close the door on the room of the fire. • Assist in the evacuation of persons closest to the area of danger to the nearest safe exit. • Continue evacuating persons next closest to the effected area avoiding moving them past the fire. • Direct other staff to assist. • Continue the total evacuation of the building to the designated assembly area. • Clear all toilets. • Report to the Chief Warden, advise which areas have been evacuated or areas unable to be checked. • Stay close to the command area in case further information is required. • Do not return to the building until the all clear is given by fire service.

Wardens duties

- Uplift fire Wardens vest (Yellow) and wear at all times.
- Evacuate all persons from your designated areas via the nearest safe exits to the assembly areas, clear of fire service operations
- Report to area Warden for further duties.

Staff, guest and visitor responsibilities

- Leave the building in an orderly manner.
- Assist with guest evacuation in a calm and friendly manner.
- Assemble in the appropriate areas.
- Do not return to the building until the all clear is given by the fire service.

Discovery of fire

- Should a fire be discovered before the activation of the fire alarm system, activate the closest fire alarm call point by breaking the glass and turning on the switch.
- Remove all staff, guest and visitors from the room of the fire.
- Only if conditions permit should attempts be made to fight the fire.
- Close the door on the room of the fire.
- Assist in the evacuation of persons closest to the area of danger to the nearest safe exit.
- Continue evacuating persons next closest to the affected area avoiding moving them past the fire.
- Continue the total evacuation of the building to the assembly area.
- Clear all toilets of people.
- Report to the Chief Warden regarding areas that are checked or unable to be checked.
- Do not return to the building until the all clear is given.

After hours staff responsibilities

- Staff who occupy the site after normal working hours will assume the role of Area/Building Wardens, and will be responsible for evacuation.
- In the event of the fire alarm sounding, the immediate area will be checked and evacuated by the nearest safe exit.
- Assemble near the closest assembly Point (if safe to do so) and await the fire service.
- Advise the fire service which areas have been evacuated and which areas were unable to be checked.
- Do not return to the building until the all clear is given.

General points

- How staff react in a fire will depend on how well they have been prepared before it happens.
- Know the location of all the exits from all of the buildings.
- Learn where the nearest fire alarms are.
- Learn where fire fighting and first aid equipment is located. Explain to staff which type of extinguishers are to be used for which types of fires. A completed list of all equipment will be supplied in the Infrastructure Control Plan; an interim map of all fire hydrants and hose reels is shown in **Appendix N22**.
- Train staff to touch the back of a door handle with their hands before opening it. If it is hot leave it closed and use another escape route. If it feels normal, brace the body against it and open it slightly - be prepared to slam it shut if heat or smoke rushes in. If a person becomes trapped in smoke, they will crawl low at floor level because that is where the air will be.
- During evacuation close all doors in the building.
- Do not re-enter the building until the Fire Service has told you it is safe to do so.

Kitchen and food preparation areas

Kitchen areas pose a high risk as heat or flames used in food preparation can cause fires. Special consideration is necessary:

- keep all area clean and grease free;
- store oils and fats away from a possible ignition source; and
- training all kitchen staff of the location and operation of fixed fire systems, alarms, extinguishers and fire blankets.

If there is a fire from the oven, staff should:

- raise the alarm in the area;
- ring fire Brigades 000;
- ensure the oven door is closed;
- turn off power (if safe to do so);
- obtain a CO2/ dry chemical extinguisher or fire blanket;
- for oven with a pull down door, stay at side of oven, open door, extinguish, and shut door; and
- for oven with side opening door: keep below top of door, open door, extinguish and shut the door.

If there is a fire in the range top, staff should:

- raise the alarm in the area;
- ring fire Brigades 000;
- turn off the power (if safe to do so);
- obtain a CO2/ dry chemical extinguisher or fire blanket; and
- approach fire while discharging extinguisher or carefully place a fire blanket over the fire.

If there is a fire in the fat fryer, staff should:

- raise the alarm in the area;
- ring fire Brigades 000;
- turn off the power (if safe to do so);
- slide a close-fitting metal lid or fire blanket over the vat; and
- operate a fixed extinguisher system, a wet chemical or B(E) Dry chemical extinguisher (if available).

Fire extinguishers

Extinguishers will be placed near to where they may be used. However, they will not be so close that a fire will prevent a person reaching the extinguisher. In most buildings it is a requirement that extinguishers be clearly visible with an approved indicator sign placed above or contained in a clearly labelled cupboard. Extra fire extinguishers will be supplied as an interim measure until the fire hydrant system has been upgraded. An external contractor will maintain fire extinguishers and fire warning alarm system. This contractor will conduct all regular maintenance and testing of this system as required by NSW legislation.

Building occupants emergency procedures

Signage will be placed in each accommodation room compendium and each building located within the lease area. Sample signage is attached in **Appendix N17**.

7.11.6 Hazardous Material spill or leak

Chemicals and hazardous material will be stored in clearly marked areas in accordance with all relevant legislation. Emergency procedures will consider the immediate danger to staff and guests, environment and the procedures to ensure effective and quick clean up. In the event that a chemical or other hazardous material leak occurs the following procedures are required. A register listing all of the dangerous materials kept on site will be located in the maintenance office (**Appendix N2**).

Dangerous occurrences

Workcover NSW impose strict reporting requirements of Dangerous Occurrences, meaning that some emergency situations must be reported to Workcover NSW. Under the OHS (Notification of Accidents) Regulation (1990), dangerous occurrences must be reported to WorkCover NSW within a strict timeframe. Fines of up to \$50,000 may be enforced for non-reporting. The General Manager will co-ordinate any notification of dangerous occurrences involving the operation and its contractors, to WorkCover NSW.

A dangerous occurrence is:

- damage to any boiler, pressure vessel, plant, equipment or other thing which endangers or is likely to endanger the health or safety of anyone at a workplace;
- damage to any load bearing member of control device of a crane, hoist, conveyor, lift, escalator, moving walk plant, scaffolding gear;
- any uncontrolled explosion, fire or escape of gas, dangerous goods or steam;
- any occurrence involving imminent risk of explosion, fire or escape of gas, dangerous goods or steam; and
- any occurrence involving imminent risk of death or serious injury to any person (ie: an electric shock) or substantial damage to property.

Note: Risk assessment will be done for hazardous material under the Risk Assessment Procedure indicated in **Section 7.9**.

Notification and response

In the event of a spill or leak of hazardous material staff must notify the:

1. Building Warden
2. Manager on Duty

Table 7.13 Groups that the manager on Duty will notify in the event of a hazardous material spill

Group	Action required
Emergency Coordinator (Chief Warden or Deputy Chief Warden)	Called to emergency
NSW Fire Brigades	Call for assistance
OH&S Officer	Call to attend Access and report to appropriate groups
NSW Police	Notified, call for assistance
DEC Duty Officer	Called to emergency
EPC members	Notify
ECO Public Relations Officer	Notify

Procedures for a hazardous material spill

In the event of a hazardous material spill the staff will:

- not smoke;
- not use mobile phones;
- not transmit on two-way radios in affected area (*the equipment could serve as an ignition source*).
- if safe to do so; identify the hazard for the correct response;
- act as quickly as possible to eliminate the hazard;
- notify the Chief Warden or Manager on Duty report the hazard (if known) and the location;
- supply all information possible and obey all of the directions;
- contain and isolate the area considering prevailing wind conditions;
- evacuate the area if required (following evacuation procedures);
- assist all impaired or injured persons as far as you are able to;
- do not eat, drink or smoke until you have been advised to do so in case you have been affected;
- administer first aid training to the level of your training if required;
- do-not enter or re-enter the affected area until you are authorised to do so; and
- be aware of all asbestos components on the site

7.11.7 Failure of essential Services

Notification and response

Staff must notify the:

- Manager on Duty

Table 7.14 Groups that the manager on Duty will notify in the event of an emergency

Group	Action required
Emergency Coordinator (Chief Warden or Deputy Chief Warden)	Called to emergency
EPC	If confirmed notify
DEC Duty Officer	If confirmed notify
NSW Fire Brigades (000)	Call for assistance
NSW Police (000)	Call for assistance
Power company (24 hour emergency line)	Call to advise and assist
Sydney Water (24 hour emergency line)	Call to advise and assist
Manly Council	Call to advise and assist
ECO Public Relations Officer	Notify

Procedures for failure to essential services

- identify the failure;
- contact the Manager on Duty and describe the problem and location;
- follow the directions given to you;
- evacuate the area if required; and
- provide backup or temporary service if available.

Procedures for dealing with power cuts

- assess if power failure is based at the site;
- contact the local electricity supplier to determine the extent of loss and when it is expected to return;
- if power failure is expected to continue for an extended period contact all managers and check that all guests are made aware of the situation; and
- keep guests/staff away from hazards associated with the power failure (eg. fallen power lines, blown electrical equipment, fried electrical points).

Procedures for dealing with water cuts/sewerage pipe burst

- assess if failure is at site;
- contact Sydney Water or Manly Council for advice or to determine the extent of the loss and when it is expected to return;
- if water cuts are expected to continue for an extended period contact all managers and ensure that all guests are made aware of the situation;
- keep guests/staff away from hazards associated with the problem (eg. burst pipes, raw sewerage); and
- provide backup or temporary service if available.

7.11.8 Medical emergency

First aid is the emergency treatment of illness or injury in order to maintain life, to ease pain and to prevent deterioration of the patient's condition until professional medical help can be obtained. Providing first aid is the primary role of the First Aid Officer.

The circumstances in which first aid may be required vary considerably within the operations of Quarantine Station. Such incidents can include cardiac arrest, loss of consciousness, epileptic fits and spider and snake bites as well as the more common situations of faints and musculoskeletal sprains and strains. First aid may also be required in the situation of a work-related injury such as burns, eye injury or musculoskeletal injury.

Each roster will have a minimum of one person trained in first aid to a minimum level of Senior First Aid Certificate. While most procedures for medical emergencies assume the presence of only one casualty, the procedures are similar for those of multiple casualties. Caution will be exercised when dealing with multiple casualties; staff and management should consider the circumstances and the nature of the cause of the incident to ensure that they themselves do not become affected.

First Aid Officers

Accidents and sudden illness are not entirely preventable. So First Aid training is an essential for every operation. This would allow for staff rosters, staff illness or annual leave. All staff employed permanently should be encouraged to hold a current approved First Aid Certificate (National Standards).

A copy of an authorised first aid manual (eg. St Johns Ambulance) will be easily accessible and a wall chart displayed in a prominent position showing expired air resuscitation and external cardiac compression procedures in the following locations:

- A1 - Hotel reception
- P27 - Third Class
- H7 - Isolation Ward Accommodation
- H4 - Health Retreat
- A14-17 - Visitor Centre
- A6 - Restaurant
- S2 - Staff lunch/change rooms (wall charts only)

A first aid kit to satisfy Workcover requirements should be maintained and expiry dates on items checked regularly. The kits would be accessible in the following areas:

- A1 - Hotel reception
- P27 - Third Class
- H7 - Isolation Ward Accommodation
- H4 - Health Retreat
- A14-17 - Visitor Centre
- A6 - Restaurant
- S2 - Staff lunch/change rooms (wall charts only)

One First Aid Officer, trained to a Senior Certificate level will be rostered on each shift for the site. The hotel reception area will notify this person if an emergency occurs. The first aid kits would be maintained by a nominated First Aid Officer for each operation. These officers will accept the role of providing all first aid assistance while on duty. When a First Aid officer provides treatment a logbook must be filled out and a First Aid Treatment Report Form completed (**Appendix N4**).

Notification and response

Staff present will ensure the following are notified:

- Building Wardens
- Manager on Duty
- First aid staff on duty

Table 7.15 Groups that the manager on Duty will notify in the event of a first aid emergency

Group	Action required
Emergency Coordinator (Chief Warden or Deputy Warden)	Notify of incident, assess situation and respond accordingly
NSW Ambulance service (000)	Assistance requested
EPC members	Inform of emergency
DEC Duty Officer	Inform of emergency if Ambulance called
ECO Public Relations	Inform

Reporting the medical emergency

- All injuries and illness are to be reported to the Manager on Duty and Chief Warden using the Incident/Accident Investigation Report (**Appendix N18**).
- Serious injuries and any injury, illness or incidents with the potential for serious injury needs to be documented within 48 hours by the General Manager.

Procedures in the event of a medical emergency

- Use the Danger, Response, Airway, Breathing, Circulation method (D.R.A.B.C.)
- Quickly assess the situation for danger to the staff and others. Move the injured person away from danger if safe to do so for all concerned.
- Assess the person's condition – check the person involved for responses to questioning and gentle shaking if they appear unconscious.
- Alert people nearby for their assistance.
- Nominate a person at the incident to contact the Manager on Duty or Chief Warden. Give all details of situation such as persons involved and location.

- If the situation is considered life threatening or there is any doubt contact the ambulance service immediately (000).
- Follow all directions given by the Manager on Duty or emergency services.
- The Manager on Duty or Chief Warden will arrange for someone to meet the ambulance at the top gate and escort them to the location where the emergency has occurred.
- Administer first aid to the best level of ability until a designated first aid officer arrives.

Note: Analgesics (eg. paracetamol and aspirin) will not be provided in First Aid kits, but will be available for purchase (in a complete sealed package) in the visitor centre and after hours at the hotel reception.

7.11.9 Civil disorder/ illegal occupation/ personal threat

Incidents include:

- industrial unrest;
- emotional local, domestic and international situations;
- unpopular political decisions which may lead to public demonstrations;
- drunken behaviour;
- wilful damage to buildings, inscriptions, or personal property;
- unreasonable shouting;
- display of anger, agitation or threatening behaviour;
- suspicious, evasive or any other unusual behaviour;
- actual threat of harm;
- vagrants on lease area;
- intruders; and
- prowlers.

Notification and response

Staff must notify immediately:

- Manager on Duty

Table 7.16 Groups that the manager on Duty will notify in the event of civil disorder/ Illegal occupation/ Personal Threat

Group	Action required
Emergency Coordinator (Chief Warden or Deputy Chief Warden)	Advise of situation and respond
NSW Police (000)	Request police assistance
DEC Duty Officer	Request assistance (NPW Act)
EPC members	Briefed through reports as required
ECO Public Relations Officer	On alert

Procedures for staff in the event of civil disorder

In the event of being confronted by an aggressive or potentially violent person or persons:

- remain calm;
- alert the Chief Warden, Manager on Duty (reception is staffed 24 hours day);
- notify the police (if necessary);
- be firm and polite with the person and inform them that their behaviour is not acceptable;
- do not feel obliged to rectify the situation without assistance (wait for a manager or Police if you feel the situation is out of control);
- lock offices and secure cash and equipment, if safe to do so;
- withdraw staff if required;

Note that all areas of the site are accessible to a phone and the wharf area and entry/carpark gates are also covered by security cameras, which are recorded 24 hours a day.

7.11.10 Death on site

Where a person is located apparently deceased, it is important that it is dealt with in a speedy yet calm and controlled manner. It is important to check for signs of life immediately. Seeking first aid should be the first priority unless evident that death has occurred some time ago (the deceased may have died from a known illness or abnormal health conditions). It is important to remember that many people seek solitude in hotels to commit suicide, so that guests in hotel rooms not requiring service for the day should be reported to management each day.

Notification and response

Staff should notify the following:

- First Aid Officer
- Manager on Duty

Table 7.17 Groups that the Manager on Duty will notify in the event of a death

Group	Action required
Emergency Coordinator (Chief Warden or Deputy Warden)	Advise of situation and respond
NSW Police (000)	Request police assistance
EPC members	Informed of incident
DEC Duty Officer	Informed of incident
ECO Public Relations	On alert

Procedures for discovering a death

- advise the First Aid Officer;
- check for signs of life, administer first aid if appropriate;
- if apparently deceased for some time secure the area until police arrive;
- do not disturb the area, do not touch or remove anything; and
- record particulars of all persons who have entered the area, and provide to Emergency Coordinator on their arrival.

7.11.11 Missing Persons – children and adults

Notification and response

Any staff members aware of any missing person (child or adult) should advise:

- Immediate Supervisor
- Manager on Duty

Table 7.18 Groups that the Manager on Duty will notify in the event of a missing person

Group	Action required
Emergency Coordinator (Chief Warden or deputy Warden)	Notify and assess situation
NSW Police (000)	Notify and called to site. Coordinate searches.
Building Wardens	Assist search as directed by NSW Police
NSW Water Police (000)	Alert
DEC Duty Officer	Alert for assistance in search
EPC members	Informed of incident
ECO Public Relations Officer	On alert

Procedures in the event that a person is missing within the lease area

- relatives and parents will advise the last movements of the missing person;
- family members will not be included in a search they are more useful in the control room and are often too emotional to be of any real use;
- establish a description;
- establish the last known location;
- establish the time elapsed since they were last seen; and
- reassure the parent or relative.

Note: Remember that beach access for the site also means that drowning should also be considered

7.11.12 Marine incidents

A marine incident is an event involving:

- the loss of a person from a ship;
- the death, or grievous bodily harm to a person caused by a ships operations;
- the loss or presumed loss or abandonment of a ship;
- a collision with a ship;
- the stranding of a ship;
- material damage to a ship;
- material damage caused by a ship's operation;
- danger to a person caused by a ship's operations;
- danger of serious damage to a ship; or
- danger or serious damage to a structure caused by a ship's operations.

Notification and response

Ferry captain and staff should notify:

- Manger on Duty
- Water Police

Table 7.19 Groups that the Manager on Duty will notify in the event of a marine incident

Group	Action required
Emergency Coordinator (Chief Warden or Deputy Warden)	Called to site. Assess implementation of search procedure
NSW Police (000)	Contact and liase with Police
NSW Water Police (000)	Alert
EPC members	Informed of incident
DEC Duty Officer	Informed of incident
ECO Public Relations	On alert

Procedures in the event of a marine incident

When a boating incident occurs on any navigable water in NSW, the person in command of the ferry service, (or any boat moored off Quarantine Station Beach) must:

- stop the vessel immediately;
- give any assistance which may be necessary;
- produce any licence to navigate at speed or certificate of competency; and
- give details of driver's name and address, the name and address of vessels' owners and any distinguishing numbers (registration or permit number) which is required to be displayed on the vessel.

The Police or NSW Waterways will request the following details of any marine accident:

1. time, place and nature of accident;
2. name and distinguishing (registration) number of every vessel involved in the incident;
3. name and address of every person who was involved in or witnesses the accident;
4. extent of any injury or damage resulting from the incident; and
5. if the accident has resulted in the death of, or injury to, a person or, damage in excess of \$100 to a vessel, or any other property, a written report must be forwarded to the NSW Waterways Authority within 24 hours (the report must set out the particulars, unless these have already been provided to a Waterways or Police Officer).

Reporting marine incidents

Shipmasters are required by law to submit a report (**Appendix N14**) within 48 hours, in the event of any damage or injury caused by a collision, grounding or any other incident. It is important to note that incident reports are also required following any dangerous situation, or any 'near miss'. Penalties apply for failing to submit an incident report when it is required.

Table 7.20 Essential marine emergency telephone numbers

Organisation	Telephone contact
NSW Water Police	Dial 000
NSW Waterways Authority	02 9563-8511
NSW Fisheries	02 9527-8411
Illegal fishing activity should be reported to your Local fisheries office. If they are not available, Phone 24 hour fisherman's watch	1 800 043 536
Oil Spill Sydney Region (Port Operations Communications Centre)	02 9296-4001
Sydney Ferries	131 500
Australian Maritime Safety Authority (AMSA)	02 6253-4400

7.11.13 Disturbance to human burial sites

In line with the relevant approval conditions 99(A) (only selected ones appear below to revise all of the conditions relevant to Archaeology see Approval Conditions):

- A) An excavation permit must be obtained before the commencement on site of any works involving potential disturbance of relics. An Archaeologist (Excavation Director) approved by Heritage Council must be appointed to undertake all archaeological work.
- D) Should Substantial intact archaeological deposits or features not identified in the Archaeological Assessment be discovered, work must cease in the affected area(s) and the Heritage Office contacted for advice. Additional Assessment and Approval may be required prior to works continuing in the affected areas based on the nature of the discovery.
- Q) Should any Aboriginal relics be uncovered, or excavation or disturbance of the area occur, work is to stop immediately and the DEC is to be informed in accordance with the NPW Act 1974

Notification and response

Staff or contractors will notify:

- Manger on duty

Table 7.21 Groups that the manager on Duty will notify in the event that there is a disturbance to human burial remains

Group	Action required
Emergency Coordinator (Chief Warden or Deputy Warden)	Called to site.
NSW Police (000)	Contact and liase with Police
DEC Duty Officer	Inform of incident and await instructions
EPC members	Informed of incident
ECO Public Relations Officer	On alert
Metropolitan Local Aboriginal Land Council	Contact (if a site outside first and second cemetery)

Procedures for discovery of human remains

Table 7.22 The procedures staff will follow if human remains are discovered

Discovery in a known location (eg cemetery)	Discovery in an unknown location
<input type="checkbox"/> Stop work <input type="checkbox"/> Block off area from any further intrusion <input type="checkbox"/> Notify Manger on Duty <input type="checkbox"/> Notify DEC	<input type="checkbox"/> Stop work <input type="checkbox"/> Block off area from any further intrusion <input type="checkbox"/> Notify Manager on Duty <input type="checkbox"/> Notify DEC <input type="checkbox"/> Notify Police <input type="checkbox"/> Notify MLALA to have aboriginal assessment done

7.12 The Recovery plan (after an emergency)

7.12.1 The need and responsibility for a recovery plan

An individual's recovery after an emergency can be a very long and draining process, and can often be as significant as the event itself. Recovery of confidence, the demands of the devastated, and public attacks on the credentials of the business are all matters requiring commitment to resolve.

- The Emergency Planning Committee should have the overall responsibility for drafting a Recovery Plan for the incident experienced. This will change due to the circumstances experienced and the staff affected.
- The Emergency Coordinator should ensure effective emergency management of individuals and resources during the essence of the emergency to aid recovery leading to the return of normal services.

7.12.2 Debriefing

Depending on the incident key personnel should be debriefed as soon as possible regarding:

- the extent of the emergency;
- number of casualties;
- records made of casualties, transport, treatment, conditions, ongoing monitoring, notification of relatives;
- any difficulties experienced in implementing emergency procedures;
- any communications problems; and
- recommendations to improve procedures for next time.

7.12.3 Post incident procedures

The procedure for post incident will be:

- assessment of the need for trauma counselling or critical incident debriefing should be made;
- brief groups based on their roles; victims of emergency, respondents to emergency and other participants; and
- submissions for injury report.

7.12.4 Incident reporting

The procedure for incident reporting will be:

- emergency Coordinator to submit an Emergency & Evacuation Report to EPC (see **Appendix N9**);
- submit any Occupational Health and Safety reports to Workcover;
- Emergency Coordinator to provide briefing reports on the emergency providing an outline on the extent of the emergency and evaluates the performance of those emergency procedures;

- the EPC will undertake the effective emergency management of individuals and resources to effect recovery, returning services to normal, notify the insurance providers and coordinate any physical works which need to be undertaken; and
- operation managers should coordinate recovery plans and submit them to the EPC for approval.

7.12.5 Coordinating media coverage

The procedure for coordinating media coverage:

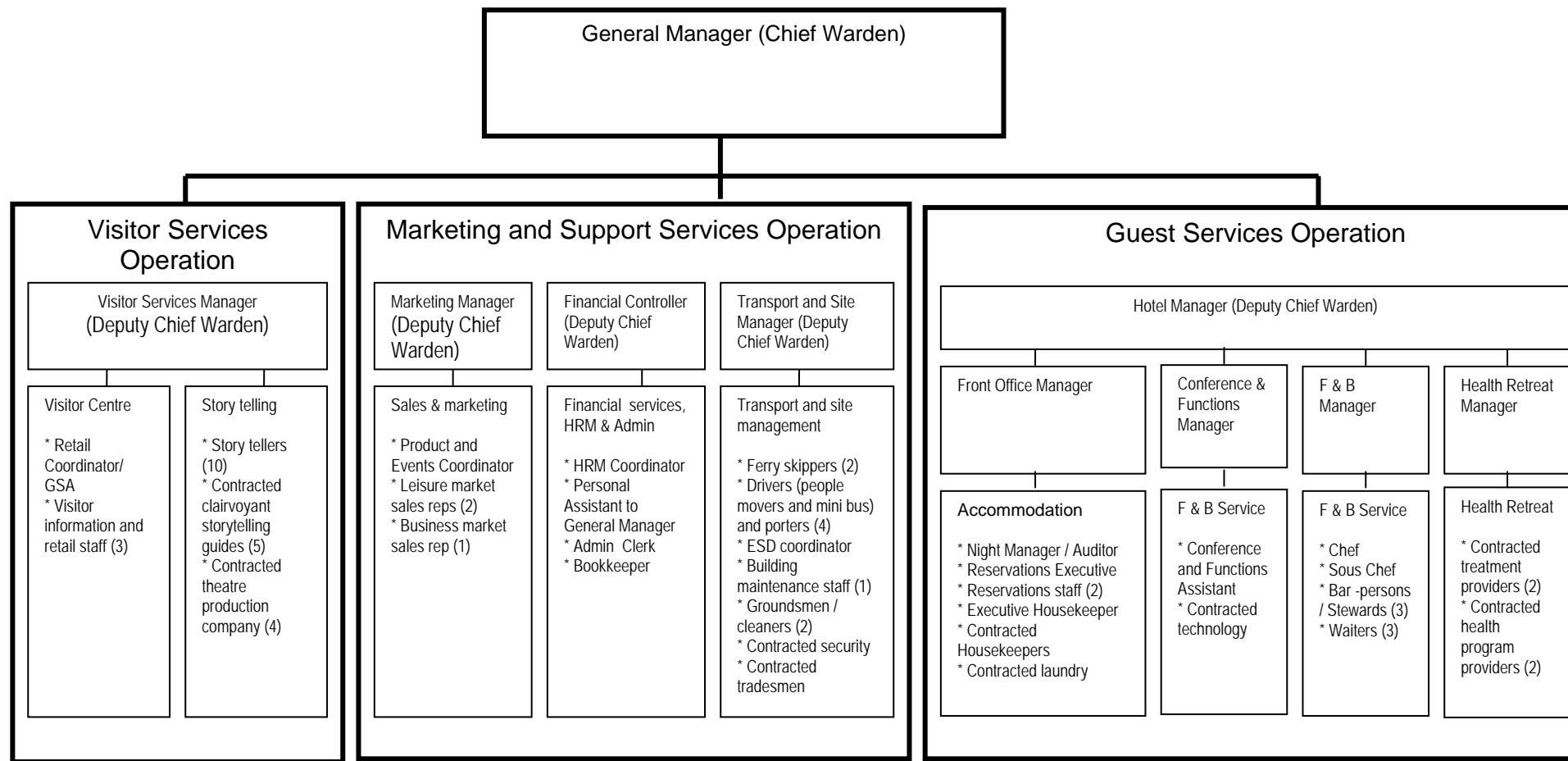
- the General Manger or (if unavailable) senior manager will coordinate all media inquires and provide on-camera interviews;
- staff will refer all media requests to the General Manager;
- General Manager will brief DEC media unit and all staff regarding media coverage;
- General Manager will confirm with police if the company (Mawland) is authorised to provide a media comment;
- General Manager will liase with any staff or family members effected, about comments to media;
- General Manager will establish rules for media contact interviews which exclude discussion on policy matters;
- All staff will assist in avoiding cameras filming sensitive areas, guests, visitors and staff;
- General Manager will issue regular media releases containing updated information if appropriate;
- General Manager will keep a record of any media inquiries; and

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- General Manager will correlate information given to the press with information given to the Police or Emergency Services.

7.13 Organisational chart

Figure 7.6 Proposed operational structure for the Q-Station



7.14 Site plans

Attached in **Appendix N21** are site maps detailing the location of thermal, heat and fire indicator panels, water main reticulation and the fire detection and management equipment (eg. hose reels and hydrants). These may be updated through the Infrastructure Control Plan.

7.15 Actions for Emergency and Evacuation Plan

Table 7.23 Action plan for establishing emergency procedures

Actions	Explanation	Timing
Appoint members to the Emergency Planning Committee	See Emergency and Evacuation Plan for explanation of the role of the Emergency Planning Committee	Stage 1 (0 – 4 months)
Appoint members to the Emergency Control Organisation	See Emergency and Evacuation Plan for explanation of the role of the Emergency Control Organisation	Stage 1 (0 – 4 months)
Develop and display a list of emergency telephone numbers next to every telephone	Emergency telephone numbers would include the hospital, NSW Police, NSW Fire, NSW Ambulance and 24-hour doctor.	Stage 1 (0 – 4 months)
Purchase colour vests and helmets for identification of ECO members	Each member of the ECO will have a designated colour vest depending on the position they hold.	Stage 1 (0 – 4 months)
Purchase copies of an authorised first aid manual and wall charts	Place a copy of an authorised first aid manual and first aid wall chart in all designated areas. Locations are listed in 7.11.8	Stage 1 (0 – 4 months)
Update fire equipment and infrastructure plan	Complete a list of all emergency fire fighting equipment and its location prior to commencement of operations	Stage 1 (0 – 4 months)
Appoint several staff as First Aid Wardens and provide the necessary training	Staff should represent the operation over a 7 day 24 hour operating period	Stage 2 (5 – 13 months)
Provide the First Aid Wardens with basic first aid training	Provide the First Aid Wardens with Level 1 St Johns Ambulance First Aid Training and Workcover approved trauma kits	Stage 2 (5 – 13 months)
Develop and install emergency and evacuation display panels for all buildings (includes buildings not in use)	Display panels must be displayed as outlined in emergency and evacuation plan to ensure visitor and guest safety.	Stage 2 (5 – 13 months)
Develop and install No smoking signs inside buildings	No smoking signs must be displayed inside all buildings.	Stage 2 (5 – 13 months)
Conduct biannual review of the emergency and evacuation plan (or as determined by addition of new element to Q-Station operation)	Review the Emergency and Evacuation Plan as needed, consult with the DEC, NSW Ambulance Service, NSW Police, Waterways and NSW Fire Brigades, and submit to the DEC for approval	Stage 2 (5 – 13 months)
Compile inventory of safety equipment, hazardous material register, mobility impaired persons register, first aid register	As detailed in emergency and evacuation plan	Stage 2 (5 – 13 months)
Conduct annual hazard analysis on each building	Checks to ensure congruence of occupational health and safety issues and fire regulations with building characteristics	Stage 2 (5 – 13 months)
Determine the response times for the ECO members during evacuation drills	The required time to evacuated the building and the response times of the Wardens must be tested and put into the emergency & evacuation procedures for the test drill.	Stage 2 (5 – 13 months)
Prepare evacuation plans as building plans are completed	Updates to show egress and evacuation routes from all buildings and to be posted clearly visible inside buildings (see Appendix N22)	Years 1 – 5
Incorporate the emergency and evacuation procedures, including the operation of emergency equipment into staff training (including annual evacuation drill)	Include records of training in the Annual Environment Report. For each training session, record participant names and positions, and the date of each training session	Years 1 – 5
Display the emergency and evacuation plan at prominent locations within the site	Prominent locations are the DEC office, visitor centre, hotel reception and main administration office	Years 1 – 5
Conduct five-yearly review of the emergency and evacuation plan	Revise the Emergency and Evacuation Plan as needed, consult with the DEC, NSW Ambulance Service, NSW Police, Waterways and NSW Fire Brigades, and submit to the DEC for approval	Year 5

Appendix A – Meeting the Approval Conditions

The Approval Conditions require that an Access Strategy be produced. **Table A-1** outlines how this Plan meets the requirements of the Approval Conditions relating to the preparation of the strategy, as well as those conditions relating to visitor management more broadly.

Table A-1 How the Visitor Management Plan meets the Approval Conditions

Approval Condition	Refer to section
6) Contact telephone number	<ul style="list-style-type: none"> Section 5.7 Policies and actions for delivering community involvement, details the strategy to establish a public queries and complaints line
26) Regular public tours accessibility	<ul style="list-style-type: none"> Section 4.1
29) Off-site parking on North Head	<ul style="list-style-type: none"> Table 2.2 Policies and actions to manage access by road, details the plans to consult with other North Head land managers regarding off-site parking
56) Community Committee	<ul style="list-style-type: none"> Section 5.7 Community Involvement, outlines the policies and actions to establish the community committee
64 and 65)	<ul style="list-style-type: none"> Given that the focus of the training is on Environmental Management, this condition is being addressed in the Environmental Management Plan.
75) No public access to Aboriginal sites	<ul style="list-style-type: none"> Section 3.4 Site hardening and visitor protection works, and Table 3.4 Action plan to harden and protect sensitive sites, outlines measures associated with access to Aboriginal sites on the Quarantine Station. Section 5.3 Policies and actions for local Aboriginal people site access, outlines strategies for access to Aboriginal sites by Aboriginal people. Appendix M – MLALC Agreement outlines the arrangement with MLALC regarding access to Aboriginal sites.
76) Install a fence near the south west end of Building A14-17	<ul style="list-style-type: none"> Section 3.4 Site hardening and visitor protection works, and Table 3.4 Action plan to harden and protect sensitive sites, details the installation of this fence, which will serve to limit access to Aboriginal sites. Refer also to the Heritage Landscape Management Plan for further detail on the fence.
88) Access to moveable heritage	<ul style="list-style-type: none"> Section 5.6 Policies and actions for providing access to the moveable heritage collection, details how the public can access the moveable heritage collection. More details can be found in the Moveable Heritage Conservation Plan.
95) Manage public access to inscriptions	<ul style="list-style-type: none"> Policies and actions on managing access to the inscription sites are detailed in: Table 3.4 Action plan to harden and protect sensitive sites; 6.4 Policies to monitor security; Table 6.1 Action plan for providing a secure site; and Appendix H – Minimal impact code for visitors and guests. Strategies and actions for the management of the inscriptions is provided in the Inscriptions Management Plan.
99Ag) Access during archaeological works	<ul style="list-style-type: none"> Section 4.1 Policies and actions to enhance spontaneous and physical access, states the policy on providing opportunities for involvement in archaeological works programs, and provides an action.
116) Security Plan prepared in consultation with the NSW Police	<ul style="list-style-type: none"> The Acknowledgments section refers to the consulting authorities and their representatives, which include the NSW Police.
116a) Address DACMP policies on locks and hardware	<ul style="list-style-type: none"> Section 6.3 Policies to manage building locks and hardware, details the results of the integration of the relevant DACMP policies into site policies on locks and hardware.
116b) Master-key system	<ul style="list-style-type: none"> Section 6.3 Policies to manage building locks and hardware, outlines the implementation of the master key system across the site.
116c) Monitored alarm system	<ul style="list-style-type: none"> Section 6.4 Policies to monitor security, details the operation of the alarm system.
116d and 116e) Enforcement powers, reporting structure and communications protocols	<ul style="list-style-type: none"> Section 6.6 Policies to manage security incidents, details the scopes of authority, reporting structure and protocols for enforcement.
116f) Security personnel	<ul style="list-style-type: none"> Section 6.6 Policies to manage security incidents, describes the role of security personnel on-site.
117) Review of Security Plan	<ul style="list-style-type: none"> Section 1.1 Background, identifies review and assessment periods.
118) Access Strategy prepared in consultation with the Heritage Council, Manly Council and the State Transit Authority	<ul style="list-style-type: none"> The Acknowledgments section and Section 1.1 Background, refers to the consulting authorities. In the EIS and Commission of Inquiry recommendations were made by the Heritage Council, Manly Council and the State Transit Authority. The DEC then undertook several reviews of the plan, one of which was to ensure this feedback was adequately covered prior to this report being submitted to Planning for review and approval. The Heritage Council and Manly Council will both be represented on an advisory committee that provides comment on plans and the ongoing conservation and management of the site.
118a) Access to the site	<ul style="list-style-type: none"> All means of access to the site are addressed in Section 2. Physical access to the Quarantine Station. Table 2.2 addresses parking Appendices B (Ferry service and wharf details), C (Investigation of additional water access), and D (Visitor shuttle details) provide further details on means of site access. Pedestrians will use the existing road system, funicular stairway and funicular route shown in Figure 3.2
118b) Access provisions within the site	<ul style="list-style-type: none"> All provisions for access within the site are addressed in Section 3 Visitor Management within the Quarantine Station. Bus and taxi access is addressed in Section 2.2 Policies and actions to manage access by road; Table 2.2 Action plan to manage access by road; and Tables E-1 and E-2 Forecast visitation.

	<ul style="list-style-type: none"> Access by service and delivery vehicles and tour operators is covered in Sections 5.4 Policies and actions for managing access by construction vehicles and service delivery vehicles and 5.4 Policies and actions for managing access by tour operators. Car parks are shown in Figure 2.4 Pedestrian access and the reintroduction of the precinct access system is detailed in section 3.1, Figure 3.2 shows the pedestrian access routes Public access arrangements for the Second Cemetery is not to be permitted, as identified in Policy 3.4 (g). Table 3.4 Action plan includes actions to limit access by sign and gate, and to spray shoes before entering Section 6.1 Policies to manage general security into the site. A pedestrian control point is shown on Figure 2.3.
118c) and 138-142) Access and management provisions for the wharf, including the ferry service between Manly and the Quarantine Station	<ul style="list-style-type: none"> Details on the ferry service and wharf management is covered in Section 2.1 Policies and actions to encourage and manage access by water, Appendix B – Ferry service and wharf details, and Appendix J – Minimal impact code for vessels. It is also addressed in Section 4. Equity of access and Section 6.1 Policies to manage general security into the site.
118d) Promote public transport and reduce private vehicle access	<ul style="list-style-type: none"> Addressed in Sections 2.2 Policies and actions to manage access by road, which includes strategies and targets for reduction; Appendix H – Minimal impact code for visitors and guests, which encourages the use of public transport; and Table 2.1 Action plan to provide and manage access to the site by water, which aims to reduce access by private vehicle. Table 2.1 and 2.2 provide actions to provide a link from the Mawland Quarantine Station website to the STA website for ferry and bus timetable information to facilitate visitors use public transport.
118e) and 120) Visitor capacity management	<ul style="list-style-type: none"> Addressed in Section 3.2 Policies and actions to set and manage visitor capacity, and Appendix G – Capacity management, detailing measures to prevent additional visitors entering the site once visitor capacities have been reached.
118f) Measures to ensure that some visitors arrive without pre-booking a tour or other activity	<ul style="list-style-type: none"> See Section 4.1 Policies and actions to enhance spontaneous and physical access, for details on how spontaneous visits will be encouraged.
118g-h) Measures to provide for disabled, concession and non-English speaking access	<ul style="list-style-type: none"> See Section 4. Equity of access, which addresses measures for disabled, non-English speaking and concession visitors. (Section 4.1 Policies and actions to enhance spontaneous and physical access), concession (4.2 Policies and actions to deliver affordable accessibility), and non-English speaking access (Section 4.3 Policies and actions to deliver language access). Section 5.1 details policies and actions to facilitate disabled access in accordance with the requirements of the Disability Discrimination Act. The Heritage Act provides dispensation for buildings within the Quarantine as to not create material adverse effects upon heritage fabric. The building plans have instead consulted with the building code of Australia to meet baseline requirements, consistent with the Heritage Act dispensation. Disabled persons will be able to access the site as the people mover will be fitted with the requirements of disabled persons. Access is available to all precincts through various buildings in Table 5.1 as well as on the <i>Defiance</i> tour which will cover the majority of the site and will be undertaken with the people mover.
119) Undertake a 5-yearly review	<ul style="list-style-type: none"> Section 1.1 Background, identifies review periods for the Visitor Management Plan.
122-123) Pricing	<ul style="list-style-type: none"> Section 4.2 Policies and actions to deliver affordable accessibility, details the varying price scales, including concessions.
124) Manage access to the Second Cemetery	<ul style="list-style-type: none"> Section 3.4 Site hardening and visitor protection works, and Table 3.4 Action plan to harden and protect sensitive sites, outline measures to manage access to the Second Cemetery. Section 6.1 Policies to manage general security into the site also addresses security of the Second Cemetery.
125 and 152) Special events and overflow parking	<ul style="list-style-type: none"> Table 2.2 Action plan to manage access by road, outlines measures for overflow parking during special events. Table 2.2 details overflow parking area.
126) Public open days	<ul style="list-style-type: none"> Section 5.6 Policies and actions for delivering community involvement, details the plans for 'community days'.
128) Location of special events/functions	<ul style="list-style-type: none"> Section 3.4 Site hardening and visitor protection works, details the policy on locating special events and functions away from bandicoots and indoors in the Wharf precinct. Refer also to the Integrated Monitoring and Adaptive Management System.
129-133) Night tour visitor management, capacity and routes	<ul style="list-style-type: none"> See Section 3.2 Policies and actions to set and manage visitor capacity, and section 3.4 site hardening and visitor protection works for detail on night tour visitor management. Also see: Appendix H – Minimal impact code for visitors and guests, for indirect visitor management techniques; Appendix D – Visitor shuttle details, for further details on routes and tour visitor management; and Section 6.5 Policies to manage staff and visitor security, which also provides detail on visitor management techniques. See also the Interpretation Plan for further detail on tour routes. The IMAMS provides adaptive management measures in relation to night tour impacts on bandicoot habitat areas in the first indicator of Table B-1
131) Night tour flash photography	<ul style="list-style-type: none"> The policy on night tour patrons using flash photography is stated in Section 5.8 Policies and actions for photography and filming.
134) Special interest tours	<ul style="list-style-type: none"> See Section 5.5 Policies and actions for managing access by tour operators, for detail on managing special interest tour groups. See also the Interpretation Plan for further detail on special interest tours.
135) Monitoring for special interest tours	<ul style="list-style-type: none"> Section 5.5 highlights that tour operators must participate in performance monitoring
136) School and educational programs	<ul style="list-style-type: none"> Section 4.1 Policies and actions to enhance spontaneous and physical access, outlines policies on access to the site for school groups. Section 5.1 actions specifically formulated to assist educational groups utilise the Quarantine Station

137) Supervision of school groups	<ul style="list-style-type: none"> Section 6.4 Policies to monitor security, outlines measures on student supervision during the day and night.
138) Ferry activity	<ul style="list-style-type: none"> The start date (a) is identified in Table 1.3. Period of operation (b), (c) and (d) is covered in Appendix B 'The ferry service'.
139) Proportional arrival by water	<ul style="list-style-type: none"> The practical measures to achieve the targets are found in Section 2.1, Appendix B and the Marketing Plan.
140) Use of Wharf	<ul style="list-style-type: none"> See in Section 2.1 and Appendix B
140) Wharf use	<ul style="list-style-type: none"> Section 2.1 policies relating to the use of the ferry and Appendix B use of the Wharf Appropriate signage is detailed in the Sign plan with in the Interpretation plan. Alternative transport is detailed in Appendix D
141) Variations to the conditions	<ul style="list-style-type: none"> No variations are proposed to the Wharf so there is no need to detail them in the VMP
142) Shuttle bus	<ul style="list-style-type: none"> See Policy c) and Appendix D 'Mini bus'
143) Private vehicle targets	<ul style="list-style-type: none"> The practical measures to achieve the targets are found in Section 2.2 Policies and actions to manage access by road, for comprehensive detail on managing vehicle access, including private vehicle targets, Appendix H – Minimal impact code for visitors and guests, also details vehicle management measures, Table 2.1 and 2.2 provide actions to link the Quarantine Station website with the STA bus and ferry website to facilitate visitor travel by public transport and the Marketing Plan.
144) Management of road access and speed limit	<ul style="list-style-type: none"> See Section 2.2 Policies and actions to manage access by road, for comprehensive detail on managing vehicle access, including speed limits. Appendix H – Minimal impact code for visitors and guests, also details vehicle management measures.
145-149) Traffic barriers and calming devices	<ul style="list-style-type: none"> See Figure 2.3 Site plan, for the location of traffic barriers and Figure 2.4 for the location of car parks. Section 2.2 Policies and actions to manage access by road, provides information on vehicle management, and access. Appendix H – Minimal impact code for visitors and guests, also details vehicle management measures. Table 2.2 Action plan to manage access by road, outlines the installation of the barriers and devices. Table 6.1 details the installation of the front entry boom gate in the security plan Further documentation on the barriers and traffic calming devices is provided in the Heritage Landscape Management Plan.
150) and 151d) Bus and coach access management	<ul style="list-style-type: none"> Section 2.2 Policies and actions to manage access by road, details access provisions for buses and coaches.
151, 152, 153 and 154) Vehicle car parks	<ul style="list-style-type: none"> Sections 2.2 Policies and actions to manage access by road, and Table 2.2 Action plan to manage access by road, provides details on CP1, CP5, and the Administration car park. Their size and specific location is shown visually in Appendix E – Car park drawings, which can be interpreted from the Site Map in Figure 2.4. Table 4.1 Action plan to enhance physical and spontaneous access, includes disability considerations in the design of the car park. The design and construction of the car parks, including vegetation, fencing and lighting, is documented in the Heritage Landscape Management Plan. Overflow parking is addressed in Section 2.2. Adaptive Management measures to help alleviate overflow parking are addressed in the 7th indicator of Table D-1 of the IMAMS Table 5.1 provides an action in regard to provisions made for disabled persons in CP1
155) Shuttle bus	<ul style="list-style-type: none"> See Table 2.2 Action plan to manage access by road, for actions to provide a mini-bus service, and Appendix D for details on the mini bus service.
156) Inclusion of the monitoring program in the Access Strategy	<ul style="list-style-type: none"> The IMAMS covers all visitor monitoring components of condition 156. Appendix D of the IMAMS lists monitoring details for visitor numbers, capacities, entry details, modes of access, visitor profile and visitor impacts, visitor impacts are also indirectly measured through indicators in Appendix B, C, D and E since they measure conditions. 156e is covered in the Visitor Management Plan, while Appendix lists adaptive management responses to minimise private vehicle access.
157) Mitigation Management Responses	<ul style="list-style-type: none"> All indicators in the IMAMS provide Mitigation Management Responses as Adaptive Management Measures as actions to take when adverse impacts associated with the activity are noticed.
163 and 169A) Road signage along Darley Road warning of bandicoots	<ul style="list-style-type: none"> Signage outside the Quarantine Station is addressed in the Sign Plan that forms part of the Interpretation Plan. See also Appendix H – Minimal impact code for visitors and guests and the Integrated Monitoring and Adaptive Management System.
174) Provide permanent human barrier fencing at the northern and southern ends of Quarantine Station Beach, and the near the western edge of the existing drain adjacent to Building A6	<ul style="list-style-type: none"> Section 3.4 Site hardening and visitor protection works, and Table 3.4 Action plan to harden and protect sensitive sites, details actions to install fences. The penguin fence is shown on Figure 2.3 See also Heritage Landscape Management Plan for further detail on the fences.
175) Northern beach access signs	<ul style="list-style-type: none"> Temporary moveable signage restricting access to the northern part of the beach during penguin breeding seasons is contained in the Sign Plan that forms part of the Interpretation Plan Table 3.4 also documents the use of signage on Quarantine Beach during penguin breeding season.
205) Emergency and evacuation plan prepared in consultation with the NSW Ambulance Service, NSW Police and NSW Fire Brigades	<ul style="list-style-type: none"> Section 1.1 Background, and the Acknowledgements section refers to the consulting authorities and their representatives, which includes the NSW Ambulance Service, NSW Police and NSW Fire Brigades.
205a) Emergency and evacuation procedures	<ul style="list-style-type: none"> Section 7.11 Procedures for selected emergencies, identifies the emergency and evacuation procedures.

205b and 209c) Interim fire safety measures	<ul style="list-style-type: none"> • Section 7.9 Conducting checks and hazard reduction details the interim fire safety measures, and Section 7.11.5 Fire emergency (Fire extinguishers) details the measures for the fire extinguishers. • Section 7.2 Current situation, details the present circumstances of fire safety measures.
205c) Safety and emergency signage	<ul style="list-style-type: none"> • See Section 7.11.5 Fire Emergency (building occupants emergency procedures) for details on safety and emergency display panels and Appendix N17 for samples of those display panels.
205d) Emergency alarm system	<ul style="list-style-type: none"> • Section 7.2 Current situation, explains the alarm system operation.
205e) Evacuation points and an evacuation procedure	<ul style="list-style-type: none"> • See Section 7.10 General procedures for identification of assembly areas and alternate assembly areas. Also, Figure 7.10 shows a map of the designated assembly areas.
205f) Regular testing of the system	<ul style="list-style-type: none"> • Section 7.2 Current situation, covers regular testing of the fire warning system and testing of the fire extinguishers. • See Section 7.11.5 Fire emergency (fire extinguishers) for further detail on the testing of the fire extinguishers.
205g) Emergency equipment and appropriate storage locations	<ul style="list-style-type: none"> • See Appendix N22 Site Maps for locations of the fire detection equipment. • See Table 7.4 Types of hazards to be considered in hazard analysis, for details on fire fighting equipment). • Section 7.11.5 Fire Emergency General Points, outlines a schedule to be completed prior to operations.
205h, 206) Staff awareness and training in Emergency procedures	<ul style="list-style-type: none"> • See Section 7.8 Maintain Emergency procedures for details on staff training. • Appendix N6 details a register of training records for staff and contractors. • See Appendix N8 for the warden's self-test training. • Also, Section 7.7 Implementing emergency procedures, has actions for staff training programs.
205i) Emergency contact details for relevant staff	<ul style="list-style-type: none"> • See Appendix N20 Emergency contact details, lists the numbers and display instructions. • See Section 7.7 Implementing emergency procedures. • See also Section 7.3.3 Communications for protocols.
205) Implementation of Emergency Plan	<ul style="list-style-type: none"> • See Section 7.7 Implementing Emergency Procedures, and Section 7.15 Actions, for Implementation of Emergency and Evacuation Plan, for plan implementation details.
207) Display of Emergency Plan	<ul style="list-style-type: none"> • See Section 7.7 Implementing emergency procedures, for display instructions for the plan.
208) Review of Emergency Management Plan	<ul style="list-style-type: none"> • See Section 7.5 Assessment of Emergency Management Plan, for details on review and assessment of the Plan.
209 and 211c) Fire safety schedule and annual fire safety statement	<ul style="list-style-type: none"> • Fire safety schedules for each building will be addressed in the Building Plans, completed in conjunction with a Fire Protection Consultant.
209d) Impact of fire prevention work on building heritage	<ul style="list-style-type: none"> • Addressed in the Building Plans, and also addressed in the Sampling Schedule as part of the Interior Fitout Plan.
211a and 211b) Buildings and fire hydrants up to BCA fire safety standards	<ul style="list-style-type: none"> • Addressed in the Building Plans.
212) Bushfire Management Plan	<ul style="list-style-type: none"> • See Section 7.9 Conducting checks and hazard reduction, however see principally the Environmental Management Plan that outlines the approach to bushfire management.
213) Hours of construction	<ul style="list-style-type: none"> • Hours of access for construction vehicles are stated in Section 5.4 Policies and actions for managing access by construction vehicles and service delivery vehicles. See also Appendix K – Minimal impact code for construction vehicles and service and delivery contractors.
214) Hours of operation	<ul style="list-style-type: none"> • Table F-2 Forecast visitation in Appendix F – Past and proposed visitor use, states the hours of operation for the restaurant, conferences, functions and night tours. • Times for the night tours are further detailed in the Interpretation Plan.
215) Access times for service vehicles	<ul style="list-style-type: none"> • Section 5.4 Policies and actions for managing access by construction vehicles and service delivery vehicles, and Appendix K – Minimal impact code for construction vehicles and service and delivery contractors, states the hours of access for those vehicles.

Appendix B - Ferry service and wharf details

Background to the Jenner

The historic vessel formerly known as 'The Jenner' has been purchased to provide a ferry service between Manly and the Quarantine Station. The Jenner was first launched in 1959, and was used to ferry the Quarantine Station doctor between Berry's Bay and the Quarantine Station and out to the incoming ships, which were sometimes waiting outside the Sydney Harbour Heads. There are reputedly two other similar vessels to the Jenner still in Sydney but not in as good condition and not registered for commercial service. Between 1988 and 2001 the 'The Jenner' was operated as a commercial ferry that ran between Nelson Bay and Tea Gardens (NSW). The vessel has Quarantine registration on the dash and a quarantine life buoy, and historic photographs of the vessel being first launched also exist.

As 'The Jenner' can only carry 30 passengers, it only requires one appropriately qualified person to run it as a ferry service. Assistance will be provided to people with minor mobility limitations, though the vessel is not designed to manage people with significant mobility limitations.

Figure B-1 The vessel registered as 'The Jenner' and proposed for the Manly-Quarantine Station ferry service



Structural and operational details

Some of the characteristics of the Jenner include:

- passenger capacity of 30 people (under cover);
- length of 12.25 metres and beam of 4 metres;
- shallow draft (0.75 metres);
- cruising speed of 9 to 10 knots;
- physically and legally capable of travelling across Sydney Heads (but skipper would require an A 1E Certificate);
- good manoeuvrability (particularly when docking during small swell conditions with a full load);
- diesel consumption of between 6.5 and 8 litres per hour and fuel tank capacity of 200 litres (160 useable litres that converts to 20-25 hours operation), which takes 5 to 10 minutes to fill;
- teak cabin (added by current owner and clear flap windows for full protection from weather; and
- low deck, approximately (0.75 metres above sea level);
- limited access for those with mobility limitations (no gangplank and a set of three steps that are switched from either side depending on which side the wharf is on); and
- Vessel Class 1E, was registered as 'Dolphin' (registration no. 18215) until November 2002 at which time it was re-registered as a commercial passenger vessel in the name of 'The Jenner';

- current marine insurance including passenger liability and damage to vessel caused by negligent repairs; and
- temporarily docked at Pyrmont wharf.

Works required

The vessel is generally in sound condition and in survey. The following works are proposed:

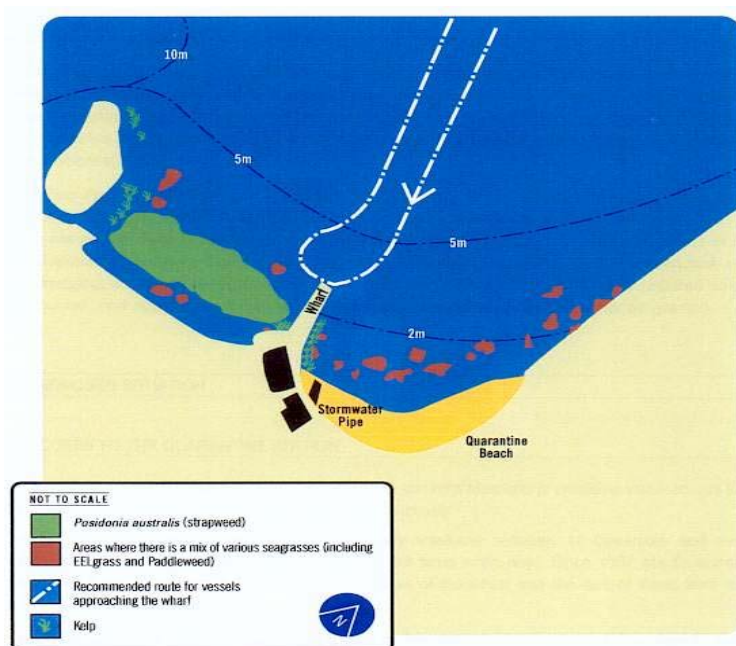
- sealing all timber surfaces;
- re-fastening aerial and light framework;
- further soundproofing around the engine so that passengers could clearly hear the skippers commentary;
- re-lining of skippers cabin and some minor sections of the passengers cabin; and
- upgrading of toilet to chemical system or removal of toilet for additional passenger space.

The ferry route

The ferry route will be from Manly to the Quarantine Wharf, as shown in **Figure 2.1 and Figure B - 2**. The 1.8 kilometre journey would take approximately 10 to 15 minutes, with five minutes at either end for passengers to disembark and embark, and five minutes spare.

When not in use, the vessel would berth at the end of the Quarantine Wharf during fair sea conditions, and moor overnight at Wellings Reserve. The skipper will assess the weather at the beginning of each day and throughout the day to determine the most appropriate location to determine the suitability of the ferry service operation.

Figure B - 2 Proposed Ferry Service approaching and Departing Quarantine Wharf



The ferry service

The ferry service will commence in the 4th month of operations, after lease activation. The number of services will be determined by visitor demand, and will be progressively increased as the various tourism products are launched.

- In Year 1 of operation, several daily services will be provided on weekends and public holidays, with additional trips 'on-demand' for pre-arranged conference and function groups.

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- In Year 2 of operation, several daily services will be provided on weekdays, and services on weekends and public holidays would be increased to 5-6.
- In Year 3 of operation, once operations are fully functioning, the ferry service would operate between 9am to 11pm, generally departing from Manly on the hour and from Quarantine Wharf on the half hour, however with no greater than 20 movements per day.

Services would be adjusted to reflect demand but continue to be expanded (whilst complying with Approval conditions) so that by Year 5, approximately half of all visitors are expected to access the Quarantine Station by water.

- Between March and June a maximum of 20 movements in one day can be run.
- Between July and February the service will be limited to a maximum of one movement per hour after sunset.

The majority of ferry passengers are expected to be day visitors. **Table B-1** details the draft proposed ferry timetable between Manly and Quarantine Wharf. These times are subject to change as per operational requirements.

Table B – 1 Draft Proposed Ferry service Year 1 – 3

	Depart Manly	Arrive Quarantine Station	Depart Quarantine Station	Arrive Manly
Year 1 (Mar-Dec 03) Sat/Sun/Pub Hols			1030	1045
	1200	1215	1330	1345
	1400	1415		
Year 2 Sat/Sun/Pub Hols			1030	1045
	1100	1115	1230	1245
	1300	1315	1530	1545
	1700	1745		
Weekdays			1030	1045
	1200	1215	1330	1345
	1400	1415		
Year 3 Daily			0830	0845
	0900	0915	0930	0945
	1000	1015	1030	1045
	1100	1115	1130	1145
	1300	1315	1330	1345
	1400	1415	1430	1445
	1500	1515	1530	1545
	1600	1615	1630	1645
	1800	1815	1830	1845
	2000	2015	2030	2045
	2200	2215	2230	2245

The skipper will provide assistance for all passengers to embark and disembark, including passengers with minor mobility limitations. This is likely to specifically involve support, guidance and physical arm support between the Wharf and the vessel, and particularly managing steps on the Wharf and inside the vessel. However the vessel will not be able to cater for people with significant limitations, including those requiring a wheelchair, this will be broadcast to patrons on the Q-Station website. To meet these needs will require a separate and larger vessel as well as modifications to Quarantine Wharf.

Quarantine Wharf requirements

The proposed vessel for the ferry service will berth for embarkation and disembarkation at the end of the Quarantine Wharf (north-western end). To operate the vessel from this point, the below works will be required. These will be completed prior to the commencement of the ferry service.

- extend the rubbing strips on the berth face piles up to a level RL 4.6 to prevent the sponson at the bow of the vessel over riding the existing rubbing strips and piles at the highest tide and in choppy conditions;
- add mooring cleats to the existing piles;
- repair the tops of split piles at the connection with the cap wales;
- paint the top ½ metre of the mooring/fender piles white;
- undertake minor maintenance works to the existing deck and substructure as part of overall maintenance;
- install lifebuoys and ladders on the wharf; and
- install a sign indicating that the wharf is for use by the public ferry service only and is not available for private access or mooring (as directed in the Sign Plan, contained within the Interpretation Plan).

Application requirements

The application will need to include four copies of detailed dimensioned working drawings, all signed by the DEC and Mawland (or their delegate), complying with the "Guidelines for Waterside Structures" fully and clearly describing all the proposed works and their components. The application will also need to include a condition survey report that includes:

- appropriate photographs;
- a detailed engineering commentary on the structure integrity of appropriate elements of the existing wharf;
- appropriate sketches or drawings;
- a diver's inspection and pile inspection report;
- calculations to verify that the existing wharf is structurally sufficient to carry the proposed loads;
- correspondence from the operator that the wharf will be satisfactory for its intended use; and
- details of appropriate lighting to the wharf deck.

Appendix C – Investigation of additional water access

If demand for the proposed ferry exceeds supply, there may be a need to consider expanding the service. An expanded service should include a larger vessel capable of transporting people with mobility limitations. This initiative would require an investigation of potential services, vessels, viability and potential impacts, and would require an approval by several government authorities.

Harbour Cruise Vessels

The simplest approach would be to invite an existing Harbour Cruise operator to provide a service from Circular Quay to the Quarantine Station, probably as part of a broader service. Several companies provide cruises of various parts of Sydney Harbour (eg. Captain Cook Cruises, Matilda Cruises and Vagabond Cruises). Some of these companies have vessels capable of crossing the heads and visiting the Manly area. For example, Captain Cook Cruises runs a tour past The Spit into Middle Harbour on a regular basis. However, to be capable of crossing the Heads requires vessels to have an 1E Certificate. While at least nine regular tour vessels are capable of this, none visit Manly on a regular basis, and instead use coaches to transfer customers to Manly. **Table C-1** presents the type of vessels that could be considered from major tour operators. **Table C-1** shows that the eight potential vessels all have a draft of no more than two metres.

Table C-1 Vessel details from potential Harbour Cruise operators

Tour operator	Vessel	Length	Beam	Draft
Captain Cook Cruises	John Cadman 3	39.0m	10.0m	2.0m
Captain Cook Cruises	Captain Cook 3	40.0m	10.0m	2.0m
Captain Cook Cruises	Captain Cook 2	34.0m	8.7m	2.0m
Matilda Cruises	Executive Rocket	25.0m	7.2m	1.5m
Matilda Cruises	Matilda	30.0m	11.0m	2.0m
Vagabond Cruises	Bennelong	24.0m	6.0m	2.0m
Vagabond Cruises	Vagabond Princess	30.8m	6.5m	2.0m
Vagabond Cruises	Vagabond Star	30.8m	6.5m	2.0m
OMNI Leisure	Seadog (Ocean Rocket)	21.0m	9.0m	1.0m

It may take one to two years before vessels can change their existing tours to incorporate a stop at the Quarantine Station, particularly because of the length of time taken up with the visit, rather than merely cruising the Sydney Harbour.

Sydney Ferries Harbour Beaches Service

An alternative to securing a private operator could be to re-introduce the Quarantine Station as a stop on the Sydney Ferries Service, in the same capacity that the former service operated. The use of the Sydney Ferries Summer Service could be a backup for the peak summer period. The Harbour Beaches Service is provided on weekends between December 12 and the following Easter. For many years Sydney Ferries provided a service to the Quarantine Station Wharf, as part of its Harbour Beaches Service. The Service stopped at the Quarantine Station up to eight times on each Saturday and Sunday that it operated. However, Sydney Ferries was forced to terminate the service to the Quarantine Station in 1997, due to the poor condition of the wharf and the lack of funds from the National Parks and Wildlife Service to restore the wharf. The circular route of the service now incorporates Circular Quay, Watsons Bay, Balmoral, Manly, Watsons Bay and back to Circular Quay. The vessel used is known as a First Fleet Catamaran, which is a welded aluminium twin hull catamaran with the following features:

- length of 25.38 metres and breadth of 10.04 metres;
- draft of 1.95 metres and depth moulded of 2.04 metres;
- speed of 11 knots at 1150 rpm and displacement of 83 tonnes (fully laden); and
- capacity of 400 passengers and crew of three.

The availability of First Fleet Catamarans is extremely limited.

Appendix D – Visitor shuttle details

Manly Shuttle service

The Conditions of Approval require:

- a mini-bus to pick up visitors from Manly;
- a minimum of three trips to and from the site (minimum total 6 trips) per day on weekends and public holidays during peak periods of visitor activity or as approved by the DEC, with preference also to a service during peak night visitation; and
- the service to be operational within six months.

The preferred position is to partner with an existing private transport operator that runs a shuttle bus service between various locations in Manly (such as Manly Wharf, local hotels and other tourist venues) and various locations across North Head (including the Artillery School, Fairfax Lookout and the Quarantine Station). This integrated approach to road transportation to North Head will:

- avoid duplication and unnecessary competition of services with existing operators;
- reduce extra traffic along Darley Road and North Head Scenic Drive (and thus have benefits for local endangered fauna); and
- maximise the chances of visitors using the ferry rather than road transport.

In the event that a locally operated service is not available, the Q-Station operation will provide a service that reflects peak demand and avoids stealing market share from the ferry. The Conditions of Approval also seek a service timetable, but this is academic until alternative suppliers are approached and the market is tested. The most likely times will reflect peak visitation, which is expected in the early to mid afternoon (such as 1pm, 2pm and 3pm), and mid evening (such as 7pm, 8pm and 9pm).

People movers

The three functions of the people movers will be to:

1. Provide a regular transport shuttle service between the road entrance, hotel reception and Wharf Precinct;
2. Provide passengers with a cheerful introduction to the site, precinct access system and experiences available; and
3. Take storytelling tour groups around the site on the *Defiance* tour.

The principle route of the people mover will be to depart from building A26, follow the western downward route (as per all traffic) to the administration area, continuing down the western road system past the first cemetery and directly down to the Wharf precinct for visitors to alight and reboard. The return follows the exact same route. This route is shown as 'service vehicles only' on **Figure 2.3**. One people mover may occasionally be used to take special interest tours around the site when weather is extremely poor or when a group of people with mobility limitations pre-arrange a special interest tour. These tours would only be run during quiet periods.

There will be three pick-up/drop-off points for the shuttle:

- outside the waiting area (building A26);
- at the road junction alongside the hotel reception (building S2) for any hotel and function guests to alight; and
- under the verandah of building A11 (facing the cliff).

The operating hours and frequency of the shuttle service will reflect demand. Generally:

- During peak periods the people movers will operate every 15 minutes;
- During shoulder periods, the mini bus will operate every half hour;
- During low periods the mini-bus will operate on demand (but cease operating between the conclusion of the last tour and 6am); and

- During shoulder and low periods visitors at the waiting shelter will contact reception (via an intercom installed in the waiting shed linked to the hotel reception) to be advised on the time the next shuttle will be arriving, while visitors waiting at building A11 will have asked staff at the visitor centre for the time of the next shuttle.

Until people movers are introduced, a 12 seater mini bus will also be used to provide a visitor shuttle service from CP1 to the Wharf Precinct.

Design and power source of the People Movers

The people movers will be designed primarily to meet the needs of the *Defiance* tour. At this stage, each one of these tours will transport 40 persons around the site using a 40-seat vehicle or a 20-seat vehicle with a 20-seat trailer attached. The final design and supplier of the people movers is yet to be determined. However, the following in-principle design criteria will act as a guide:

- limited walls and glass on the sides of the vehicle to assist visitors feel close to their surroundings;
- high visibility to one side of the vehicle and reasonable visibility across to the other side of the vehicle;
- a solid chassis (steel frame) surrounded by a moulded fibreglass and roof;
- bench seating for up to four persons on each row, with wheelchair accessible facility ;
- high capability to turn tight corners and with a tight turning circle, possibly utilising ackerman steering (trailer follows towing vehicle);
- immediate access to both sides of the vehicle with swing up handrails during travel; and
- capacity for the design of the chassis to be fine tuned to reflect some heritage characteristics of the Quarantine Station (without becoming toy-like).

Figure D - 1 People movers used at Sovereign Hill for 'Blood on the Southern Cross'



The power source for each of the people movers is the greatest challenge because it needs to balance competing criteria of : power to haul 40 people up a 1 in 6 grade; low noise emission at all times so that visitors can hear the tour commentary; and clean and environmentally friendly fuel.

Options will be considered to balance these three criteria.

Storing the People Movers

The people movers will be stored with building A24 (former stables) or within CP1 (if proven to be safe).

Appendix E – Carpark drawings

CP1 and ticketing machine location = ☆



CP5

Administration carpark



Appendix F – Past and proposed visitor use

Total visitation as a Quarantine Station

Over the 156 years of its operating life, the Quarantine Station received 13,000 internees and perhaps 1,000 staff.

Typical number of people on site at any one time

The average number of people on-site at any one time varied dramatically. For example, when there were no ships quarantined there were just 10-15 people on site. In contrast, when several ships, or a single large ship (like the *Beejapore* and *Argyllshire*) were quarantined, there were up to 1,000 people on-site, and this could swell to several thousand people during plagues and epidemics. However, the average number staying on-site at the Quarantine Station appears to have been 315 people, made up of some 270 passengers, 30 crew and 10-15 site staff.

Average length of stay

The average length of stay during the operating period was several weeks, depending on the disease. During the Quarantine Station's operating period, most impact occurred during peak periods when internees had to stay for several weeks. During these periods there was insufficient space for privacy and recreation, resulting in people venturing outside the immediate site to sites such as Old Mans Hat and Store Beach.

Average visitation as a national park

The monitoring of visitation to the Quarantine Station over the past decade has been patchy and difficult to interpret. However, extrapolation of various data suggests that the number of people visiting has significantly increased since the Quarantine Station ceased being operational and became part of the Sydney Harbour National Park. In 1999, approximately 33,000 people visited the Quarantine Station. The principal source of visitors has been tours, run by the National Parks and Wildlife Service. In 1999, approximately 23,000 visitors came to the Quarantine Station to undertake a tour. Over the past few years, tour-based visitation appears to have been relatively stable. Most visitors have come to experience the Ghost Tour rather than the day tour. The other major source of visitors has been the National Parks and Wildlife Conference Centre operation, which in 1999 attracted 10,000 people. Over the past five years the scale of this operation and visitation associated with the operation has stayed relatively static, and overnight occupancy has also been very low (13% to 20%). However, some growth has occurred over the past year in both visitation and occupancy levels.

Generally speaking, the change from an operating quarantine station to part of the Sydney Harbour National Park has shifted the nature of visitation from large peaks and troughs with lengthy stays (several weeks), to a steady stream of short stay visitors (on average, several hours to a day). Furthermore, the average number of people on-site at any one time has decreased from 300 to 70, and there are many days where the site is only visited by this number in a day. The cessation of operations and the dramatic reduction in use at any one time has amplified the sense of isolation, peace and quiet, but makes it more difficult to comprehend how the place would have felt when it was operating for its intended purpose.

Method of forecasting

All visitation forecasts were generated through an interpretation of visitation to other local attractions (eg. Taronga Zoo) and similar heritage sites (eg. Port Arthur and Sovereign Hill). These forecasts were then refined with reference to the capacity of the ferry service to supply visitors. The assumption made to develop these forecasts are:

- every person staying in the overnight accommodation will take, on average, one tour;
- School Day Tour and Ghost Tour are counted within Education Centre forecast;
- average annual occupancy for accommodation is 65% and average length of stay is 1.5 nights;
- average annual occupancy for Education Centre is 58% (or 100% of 30 weeks) and average length of stay is three nights;
- approximately 10% of restaurant trade are visitors who only come to the Quarantine Station for a meal at the restaurant;
- functions and meetings forecast are day visitors, with 50pp/event, 2 events per week for 50 weeks per year; and
- on any one day there are a maximum of 60 staff with their own vehicle, 10 business visits and 8 suppliers and contractors.
- most visitors that reside in the Northern Beaches and North Shore regions will drive to the Quarantine Station, and would drive all the way rather than park in Manly and catch the Quarantine Ferry;

- most visitors that reside south of Sydney Harbour, interstate or overseas will use the Manly ferry and Quarantine Ferry;
- overnight independent travellers are three times more likely to want to drive to the Quarantine Station than independent day visitors; and
- the majority of visitors that take the Manly ferry to Manly would be prepared to take the Quarantine ferry.

Proposed level of visitor use

Most of the time, the site will not be as busy as it was when it was fully operational, looking after the sick and providing accommodation and services for the healthy, but it will be busier than it has been since it ceased being operational.

When the proposal is fully operational, there will typically be around an optimum number of 250-300 visitors plus staff, most of whom will be inside buildings (attending conferences, studying in class rooms, eating in the restaurant and being guided on tours). It has been proposed that an initial capacity of 450 people at any one time is to be on the site. A maximum number of visitors has been pre-set and each proposed operation to ensure the sense of isolation is maintained and to minimise the impact on other experiences. It is proposed to use estimates (see **Tables 2-7**) as an initial capacity to manage up to and monitor against to determine whether there is any relationship between the number of visitors and the condition of the site, quality of the experience and viability of the operations.

These limits must never be considered as a whole, because most visitors will be engaging in more than one activity and using more than one facility on site. The Wharf Precinct is the only precinct that can receive unexpected, additional visitors, because it is the only precinct offering independent access. The Wharf Precinct is the most hardened area of the entire site and during operations when ships came in, was the most densely populated. Monitoring will establish a capacity limit for this precinct and refine the nominal capacities identified above.

Average length of stay

The average length of stay under this proposal is between half and one day (1.5 nights for hotel guests and three nights for schools). This should consolidate use in the main developed area, and reduce the likelihood of visitors venturing into other parts of the site.

Forecast visitation

Once the site is fully operational it will receive approximately 100,000 visitors per annum, including staff, service providers and deliveries (see **Table G-1** for more information).

Table F.1 Forecast visitation for Years 1-3

Principal purpose of visit	Year 1	Year 2	Year 3	Year 4	Year 5
40 Days - day tour	10,219	11,520			
The Other Side - day tour	1,000	2,304			
Ghost Boy – day tour	3,800	4,000			
Defiance – night tour	0	12,384			
The 6 th Sense - night tour	9,800	0			
Accommodation – 1st & 2nd Class	12,337	19,000			
Accommodation – Houses	0	4,000			
Accommodation – Isolation Units	0	2,000			
The Boilerhouse Restaurant	4,000	10,800			
Conferences, Education and Functions Venue	4,340	4,680			
Special events (community days and other community consultation events)	1,200	2,400			
Health Retreat	900	4,234			
Total visitors	47,596	77,322	97,449		
Proportion of visitors by private vehicle	80%	65%	49%	46%	43%
Proportion of visits by bus	5%	10%	11%	12%	12%
Proportion of visits by ferry	15%	25%	40%	42%	45%

Table F-2 Forecast visitation for Year 3

Main purpose of visit	Period of operation	Hrs of operation	Peak periods of traffic to and from site	Total visits in Yr 3	Prop of visits by car	No. of visits by car / taxi	Prop of visits by bus	No. of visits by bus	Prop of visits by ferry	No. of visits by ferry
40 Days - day tour	7 days / week, 4-6 tours / day, 25pp/tour	9.15am – 6.30pm	12.00 - 4.30pm	13442	15%	2016	15%	2016	70%	9409
The Other Side - day tour	7 days / week, 1-2 tours / day, 25pp/tour	1pm - 5pm	12 - 3pm	2271	10%	227	10%	227	80%	1817
The 6 th Sense	7 days / week, 2-4 tours / night, 20pp/tour	9.30 - 12.00am	9 - 9.30pm and 11.30 – 12.15am	4000	60%	2400	20%	800	20%	800
Defiance - night tour	7 days / week, 1-5 tours / night, 40 or 120pp/tour	7 - 11pm	7pm - 7.30pm, 9pm to 9.45 and 11 to 11.20 pm	17923	40%	7169	15%	2688	45%	8065
Ghost Boy	3 days/week, 6 tours, 25pp/tour	10.15am-1.15pm	10am – 2pm	8300	0 %	0%	100%	8300	0 %	0 %
Accommodation – 1st & 2nd Class	7 days / week	24 hrs / day but activity on-site mainly 9am - 10pm	9.30 - 10.30 am and 5 - 6pm	19929	65%	12954	5%	996	30%	5979
Accommodation - Houses	7 days / week	24 hrs / day but activity on-site mainly between 9am and 10pm	9.30 - 10.30 am and 4 - 6pm	5694	90%	5125	0%	0	10%	569
Accommodation – Isolation Units	7 days / week	24 hrs / day but activity on-site mainly 9am - 10pm	10.00 - 10.30 and 5pm to 6pm	2847	88%	2505	2%	57	10%	285
Restaurant	7 days / week	7am - 11pm	12.00 - 3pm and 7 - 10pm	10950	10%	1095	10%	1095	80%	8760
Meetings and functions	7 days / week, but meetings mainly during week and functions mainly on weekends	Meetings 8.30 am - 6pm Functions 8am -11pm	Meetings 8.30 - 10am and 4.30 - 5.30 pm Functions 8am - 6pm and 9 - 11 pm	5000	45%	2250	5%	250	50%	2500
Special events	Weekends and public holidays	11am - 6pm	12.15pm - 4pm	3000	25%	750	15%	450	60%	1800
Education Centre	Weekdays	24 hrs / day but activity on-site mainly 8am - 10pm	9 - 10 am and 2.30 - 3.30 pm	5293	0%	0	80%	4234	20%	1059
Operations staff and contractors	7 days / week	Staff mainly between 7am - 11pm while contractors mainly 7am - 12pm	7 - 9am, 2 - 4pm and 10 - 12pm	7000	65%	4550	20%	1400	15%	1050
Total visitors accessing the Quarantine Station by car, bus or ferry				105649	39%	41041	21%	22515	40%	42093

Appendix G – Capacity management

Responses for reaching the optimum capacity at any one moment

When there are between 315 and 450 visitors within the lease area at any one time:

- carefully monitor bookings on the day to ensure the number of visitors does not exceed 450 persons;
- allow pre-booked visitors to enter the site; and
- require non-booked visitors to wait in a 'holding pattern' within the Wharf Precinct or visitor shelter (building A26), allowing a visitor into the site when one leaves

Responses for reaching the maximum capacity at any one moment

When there are 450 visitors within the lease area at any one time:

- carefully monitor bookings on the day to ensure the pre-booked number of visitors does not exceed 450 persons;
- require pre-booked visitors to wait in a 'holding pattern' within the Wharf Precinct or visitor shelter (building A26), allowing a pre-booked visitor into the site when one leaves; and
- turn back non-booked visitors from entering the site until visitor numbers on the site drop below 450 at any one time and there are no pre-booked visitors waiting Maximum capacity at any one moment

Operating capacity

The forecast maximum operating capacity of the site at any one moment is higher than the pre-set capacities (which also consider environmental sensitivity and resilience). The forecast maximum operating capacity of the site at any one moment is considered to be approximately 801 people during the day and 850 at night (counting visitors and staff). This number of visitors is unlikely to ever eventuate, because the site does not work as an attraction but as a set of integrated experiences – most visitors will be undertaking more than one activity as part of their visit. For example, half the guests booked into accommodation would eat in the restaurant and take a night tour.

Table G-1 Preliminary operational capacity benchmarks for any one moment in time (assuming every operation was full and every visitor engaged in only one product)

Operation	Max. no. of visitors at any one time	Max. no. of staff required	Max. no. of people per operation at once	Max - Day	Max - Night
Visitor centre	60	2	60	62	62
Gallery	25	1	26	26	26
Tours – 40 Days	75 (3*25)	3	245	104 (BQ + L&WQ)	120 (GB + NE)
Tours – The Other Side	25	1			
Tours – The 6 th Sense	20	1			
Tours – Ghost Boy Tour	25	1			
Tours – Defiance	80 (2*40)	14			
Restaurant – a la carte	100	12	167	112	167
Restaurant – functions and bar	50	5			
Accommodation – First and Second Class	150	15	203	103	203
Accommodation - Isolation	15	1			
Accommodation - cottages	20	2			
Education Centre	60	4	64	64	64
Meetings	140	5	145	145	145
Functions	60	5	65	65	65
Special events – day time only	100	5	105	105	0
Administration and site management – day time only	5	10	15	15	0
Total at any one moment	940	73	1,095	801	852

Table G-2 Preliminary benchmark for maximum number of people in Wharf Precinct at once (peak period likely to occur between 7-9pm)

Type of use generating visitors	Max. no. of visitors in precinct	Max. no. of staff in precinct	Total people in precinct
Arrival and departure	30	1	31
Visitor centre	40	2	42
Restaurant	150	5	155
Defiance	80	2	82
Total capacity	300	10	310

Notes:

- Arrivals and departures spread between wharf (water access and back of A9 (visitor shuttle)
- Number of tour represents Defiance (has the largest group size)

Table G-3 Preliminary benchmark for maximum number of people in Hospital Precinct at once (peak period likely to occur between 7-9pm)

Type of use generating visitors	Max. no. of visitors in precinct	Max. no. of staff in precinct	Total people in precinct
Defiance	80	2	82
Total night capacity	80	2	82
40 Days tour	25	1	26
Function in and around H1	52	5	57
Total day capacity	77	6	83

Notes:

- Functions in parts of H1 and H2 will be limited and programmed around tours to avoid impact on tours

Table G-4 Preliminary benchmark for maximum number of people in Isolation Precinct at once (peak period likely to occur between 7-9pm)

Type of use generating visitors	Max. no. of visitors in precinct	Max. no. of staff in precinct	Total people in precinct
Ghost Tour	30	1	31
Accommodation	15	3	18
Total capacity	45	4	49

Notes:

- Ghost Tour will be replaced by The 6th Sense when Defiance is introduced

Table G-5 Preliminary benchmark for maximum number of people in Third Class / Asiatic Precinct at once (peak period likely to occur between 7-9pm)

Type of use generating visitors	Max. no. of visitors in precinct	Max. no. of staff in precinct	Total people in precinct
Education Centre (accommodation)	60	4	64
Defiance	80	2	82
Total normal capacity	140	6	146
Large function	180	4	184
Defiance	80	2	82
Total capacity with functions	260	6	266

Notes:

- Visitors on Defiance are inside visitor vehicles and only in precinct for 10 minutes
- Functions would typically occur when there are no schools booked into the education centre

Table G-6 Preliminary benchmark for maximum number of people in First and Second Class Precinct at once (peak period likely to occur between 7-9pm)

Type of use generating visitors	Max. no. of visitors in precinct	Max. no. of staff in precinct	Total people in precinct
Accommodation	150	7	64
Defiance	80	2	82
Total capacity	140	6	146

Notes:

- Visitors on Defiance are inside visitor vehicles and only in precinct for 10 minutes

Table G-7 Preliminary benchmark for maximum number of people in the Administration Precinct at once (peak period likely to occur between 9.00am-11.00am)

Type of use generating visitors	Max. no. of visitors in precinct	Max. no. of staff in precinct	Total people in precinct
Arrivals & departures in car parks	50	1	51
Cottage accommodation	20	3	23
Administration	2	15	17
Total day time capacity	72	19	91

Appendix H – Minimal impact code for visitors and guests

The Quarantine Station is a historic site within a national park, and offers a serene and spiritual atmosphere. A great deal of the site is fragile and easily damaged beyond repair. We are trying to limit our rules and regulations so that each person feels free enough to enjoy the special atmosphere of the site. So we ask that you practice our minimal impact code to make sure that future visitors have just as good a quality experience as you. Thanks for your help.

Day Visitor Access to the Site

- If you can't come by ferry and must come by road, then you need to use the visitor shuttle to get from the entrance car park to the Wharf Precinct – we prefer that you don't walk to and from the wharf.
- Please ensure that you have not left any visible items or valuables in your car that may be taken if another pair of eyes sees them .
- If you are visiting for the day we offer you free access to the Wharf Precinct where you will be able to experience the restaurant and Visitor Centre, but you will need to take a tour or have an activity booked in another of the sites operations to access other parts of the site.
- When you would like to return to your car, please wait where you were dropped off by our visitor shuttle in the Wharf Precinct to return to the main entry car park.

Overnight Visitor Access to the Site

- If you are staying overnight we offer you free access to your accommodation precinct and the Wharf Precinct, and we encourage you to take a tour to access other parts of the site.
- No matter how many nights you stay, we'd like you to use the visitor shuttle and public transport instead of your car to keep the site quiet and almost 'car free'.

Minimising Impacts on the Environment

- Please save our Bandicoots by driving below 15 km/h, If you drive above the speed limit, then our endangered bandicoots won't see your car in time to move, and you will have made them even more endangered.
- Please use the roads and pathways to move about the site to protect our sensitive bushland, hidden Aboriginal middens and Bandicoots from disturbance.
- Our wildlife like to live peacefully around the site, please do not interfere with them or try to come into contact with them. Human food is not healthy for them to eat so please resist feeding them
- Our signs have been installed for your own safety and the sensitivity of our site, please read them and cooperate with us to help make your visit as enjoyable as possible and to keep our site the way you have found it.
- If you are visiting when it is dark, please stay in the areas of the Wharf Precinct that are well lit to ensure your own safety, from dusk to dawn please keep the noise down to avoid disturbing our Little Penguins and bandicoots.
- Please stay within the barriers bordering the cliff edges and other areas of the Wharf Precinct, we like to keep our penguins safe and our visitors too.
- Pets are not allowed to be brought to the Quarantine Station, since it is part of the Sydney Harbour National Park, please do not bring them into the site.
- From dusk to dawn our Little Penguins are trying to rest nearby, and prefer you to keep noise down when at the restaurant or on the beach.
- We like to keep our site as natural and as clean as possible, please place all your rubbish in the bins provided.

Minimising Impacts on our Heritage

- You are in a national park, so everything is protected, please leave it where it is.
- Please admire, wonder and photograph our monuments, rock inscriptions and headstones, but if you touch them you may change them forever.
- Our buildings are very old and have a very rich history, please do not damage them in any way so they can remain as they are and grow even older.
- If you need to record your presence here, please write in the visitor book.

Minimising Impacts on Yourself

- If you are staying overnight and wish to move between your room and the Wharf Precinct when it is dark, please use the pathways that are well lit to ensure your own safety, and to not scare our bandicoots who like to stay where it is dark.
- If you are staying overnight, please ensure that you keep your room locked at all times and keep your key with you or at reception to help ensure the safety of your personal belongings.
- As this is a natural and rugged site please take care when moving around, stay on the designated roads and pathways and use the hand railings provided where it is steep to climb.

Minimising Impacts on Other Visitors

- You can help keep the Quarantine Station peaceful by:
 - not using your car horn;
 - not shouting or screaming, even if you do feel a ghost; and
 - turning off your car alarm so it doesn't accidentally go off at 3 in the morning.
- You can respect people's privacy by not approaching and looking through windows of buildings being used for accommodation, meetings and functions.
- You can help the tour guides tell their story by keeping your distance from tour groups and lowering your voice when they are close by.
- You will keep our ghosts happy by:
 - turning off any lights you don't need; and
 - not using the flash on your camera.
- The Quarantine Station is a non-smoking area, especially inside buildings and in public spaces.

Keep an eye out

- Please, if you see or hear anyone breaking this code, contact staff at the visitor centre or hotel reception.

Interpretation of the Minimal Impact Code for the visitor shuttle

- If you are visiting for the day, we offer you free access to the Wharf Precinct where you will be able to experience the restaurant and Visitor Centre, but if you would like to access other parts of the site you will need to take a tour or have an activity booked in another of the sites operations.
- If you are still visiting when it is dark, please stay in the areas of the Wharf Precinct that are well lit to ensure your own safety, from dusk to dawn please keep the noise down to avoid disturbing our Little Penguins and bandicoots.
- Our signs have been installed for your own safety and the sensitivity of our site, please read them and cooperate with us to help make your visit as enjoyable as possible and to keep our site the way you have found it.
- Remember you are in a national park where everything is protected. Please respect our buildings and our wildlife which like to live peacefully around the site, please do not interfere with the animals or try to feed them, human food is not healthy for them.
- Please use the roads and pathways to move about the site to protect our sensitive bushland, Aboriginal middens and Bandicoots from disturbance.
- The Quarantine Station is a non-smoking area, especially inside buildings and in public spaces
- We like to keep our site as natural and as clean as possible, please place all your rubbish in the bins provided.
- When you would like to return to your car, please wait where you were dropped off by our visitor shuttle in the Wharf Precinct to return to the main entry car park.

Interpretation of Minimal Impact Code for ferry access

- If you are visiting for the day we offer you free access to the Wharf Precinct where you will be able to experience the restaurant and Visitor Centre, but you will need to take a tour or have an activity booked in another of the sites operations to access other parts of the site.
- If you are still visiting when it is dark, please stay in the areas of the Wharf Precinct that are well lit to ensure your own safety, from dusk to dawn please keep the noise down to avoid disturbing our Little Penguins and bandicoots.
- Our signs have been installed for your own safety and the sensitivity of our site, please read them and cooperate with us to help make your visit as enjoyable as possible and to keep our site the way you have found it.
- Remember you are in a national park where everything is protected. Please respect our buildings and our wildlife which like to live peacefully around the site, please do not interfere with the animals or try to feed them, human food is not healthy for them.
- As this is a natural and rugged site please take care when walking around and stay on the designated roads and pathways and use the hand railings provided where it is steep to climb.
- We like to keep our site as natural and as clean as possible, please place all your rubbish in the bins provided.
- The Quarantine Station is a non-smoking area, especially inside buildings and in public spaces.

Interpretation of the Minimal Impact Code for accommodation check in

- Feel free to move around your accommodation precinct and the Wharf Precinct, but to access other parts of the site you will need to take a tour or have an activity booked in another of the sites operations.
- If you are in the Wharf Precinct when it is dark, please stay in the areas that are well lit to ensure your own safety, from dusk to dawn our Little Penguins, bandicoots and ghosts are trying to sleep nearby, and prefer you to keep noise down when at the restaurant or on the beach.

- If you wish to move between your room and the Wharf Precinct when it is dark, please use the pathways that are adequately lit to ensure your own safety.
- Our signs have been installed for your own safety and the sensitivity of our site, please read them and cooperate with us to help make your visit as enjoyable as possible and to keep our site the way you have found it.
- As this is a natural and rugged site please take care when walking around, stay on the designated roads and pathways and use the hand railings provided where it is steep to climb, and please remember you are in a national park, everything is protected so please leave it where it is.
- To keep the site quiet and almost 'car free' we'd like you to use the visitor shuttle and public transport instead of your car. If you do drive in and out of the site please stay below the speed limit of 15km/h, to help save our endangered bandicoots.
- Please ensure that you keep your room locked at all times and keep your key with you or at reception to help ensure the safety of your personal belongings.
- The Quarantine Station is a non-smoking area, especially inside all buildings and public spaces.

Interpretation of the Minimal Impact Code for functions

- To keep the site quiet and almost 'car free' we'd like you to use the visitor shuttle to get to your function venue. Your Conference Coordinator will arrange transit.
- Remember you are in a national park where everything is protected. Please respect our fragile buildings and fittings, and remember this forms part of our heritage that we all wish to retain for future generations.
- Our wildlife likes to live peacefully around the site, so please do not interfere with the animals or try to feed them, human food is not healthy for them.
- If you or your guests wish to move between your venue and the Wharf Precinct when it is dark, please use the pathways that are adequately lit to ensure your own safety. Don't hesitate to ask your Conference Coordinator for advice or assistance.
- We like to keep our site as natural and as clean as possible, please place all your rubbish in the bins provided.
- If you are in the Wharf Precinct when it is dark, please stay in the areas that are well lit to ensure your own safety, from dusk to dawn please keep the noise down to avoid disturbing our Little Penguins and bandicoots.
- The Quarantine Station is a non-smoking area, especially inside all buildings and public spaces.

Appendix I – Minimal impact code for storytelling tour guides

Part of guide training will include how to minimise impact on heritage, the natural environment and other visitors. This code has been prepared to provide reference material to supplement the training.

Acknowledge and use of the Minimal Impact Visitor Code

- Apply the Minimal Impact Visitor Code to all tour groups.
- If there is an opportunity, explain the Minimal Impact Visitor Code to the group early in the tour.

Driving Visitor Shuttles

- If there is an opportunity, acknowledge the Minimal Impact Visitor Code to passengers and advise where they can read it.
- When passing buildings where pedestrians may be present, drive close to walking speed.
- At dusk drive slower and pay extra attention to scanning road edges for browsing wildlife.
- At night, never use high beam.
- To minimise vehicle induced erosion:
 - always scan for approaching vehicles and if a larger vehicle (eg. delivery truck) is spotted, pull over and wait for it to approach and pass; and
 - when cars approach on a narrow section of road, stop on the edge so that the lighter car can pass the shuttle (rather than taking the shuttle off the road edge).

Managing Group Size

- Each tour has a predetermined group size that should never be exceeded, these are:
 - 25 people for 40 Days
 - 20 people for The 6th Sense
 - 25 people for The Other Side tour
 - 25 people for the Ghost Boy Tour
 - 40 people for the Defiance
- Keep the group close together, particularly at night.

Interacting with Wildlife

- Always quieten the group and request to avoid squeals, shouts and other loud noises.
- Bring the group in closer together.
- Position yourself between the animal and the group.
- Request the group not to use flashes at night in outdoor areas beyond building curtilage.
- Do not direct torchlight directly on the animal, and consider dimming other lights not immediately needed.
- Do not handle or feed the wildlife, or allow visitors to do so.

Entering Buildings

- Indiscriminately check visitor's footwear and any walking aids to ensure that they are not dirty and do not have sharp objects that could scratch floors.
- Knock before entering buildings to ensure there is no other tour group inside.
- Always re-lock buildings that were locked beforehand.

Final Approved Visitor Management Plan for the North Head Quarantine Station (March 2005)

- Observe visitors to ensure they do not remove or damage anything.
- Reduce the level of speaking when inside buildings.

Minimising Noise

- To minimise noise levels, keep the group together at all times and do not conduct interpretation until the full group is together.
- Do not speak above rowdy or loud people; encourage them to listen to you.

Visiting bushland containing Eastern Suburbs Banksia Scrub

- To minimise the spread of Phytophthora (die-back), apply a disinfectant to the shoes of tour customers entering the Second Cemetery.

Appendix J – Minimal impact code for vessels

The Quarantine Station is a historic site with a serene and spiritual atmosphere. A great deal of the site is fragile and easily damaged beyond repair. We are trying to limit our rules and regulations so that each person feels free enough to enjoy the special atmosphere of the site. So we ask that you practice our minimal impact code to make sure that future visitors have just as good a quality experience as you. Thanks for your help.

Acknowledgment of the Visitor Code

- If there is an opportunity, acknowledge the Minimal Impact Visitor Code to passengers and advise where they can read it.

Approaching the Quarantine Station

- The maximum speed limit within 100 metres of the wharf is 4 knots.
- Vessels should avoid excessive manoeuvring as this stirs up the ocean floor.

Using the Quarantine Station Wharf

- Recreational vessels are not permitted to use the Quarantine Wharf.
- Commercial vessels are not permitted to use the Quarantine Wharf without prior contractual arrangement

Using the North Harbour Aquatic Reserve

- Vessels approaching Quarantine Beach and the Quarantine Station Wharf need to be aware that they are within the North Sydney Harbour Aquatic Reserve and therefore need to follow the regulations of the Department of Fisheries, which do not allow anchoring within the Aquatic Reserve. If you are not familiar with these requirements please call Department of Fisheries on (02) 9566 7800 for further information.
- Vessels need to follow the Waterways Authority's requirements regarding sewage, discharges, garbage and noise regulations within Sydney Harbour. If you are not familiar with these requirements please call Waterways on (02) 9563 8854 for further information.
- Vessels holding an EPA licence to discharge or dispose of waste in Sydney Harbour should not discharge untreated ballast water, contaminated bilge water, sewage, oil or grease within 200 metres of Quarantine Beach.
- Vessels holding an EPA licence to undertake maintenance work within Sydney Harbour (eg. spray painting, anti-fouling and abrasive blasting) should not do so within 200 metres of Quarantine Beach.
- Noise levels from recreational and commercial vessel engines within 200 meters of the Quarantine Beach should be kept below 85dB.

Appendix K – Minimal impact code for construction vehicles and service and delivery contractors

Appendix K – 1 Delivery contractors

The Quarantine Station is a historic site within a national park, and has a serene and spiritual atmosphere. A great deal of the site is fragile and easily damaged beyond repair. We are trying to limit our rules and regulations so that each person feels free enough to enjoy the special atmosphere of the site. So we ask that you practice our minimal impact code to make sure that our site is conserved and impacts on our wildlife and guests are reduced as much as possible. Thanks for your help.

Pre delivery briefing

1. Prior to commencing regular deliveries, drivers are requested to attend a 15 minute briefing on this minimal impact code and any other minimal impact practices required at the time.
2. Prior to commencing any other (irregular) deliveries, the company will provide drivers with a copy of this code and a map of the site.

Acceptable vehicles

1. There is a preference for construction and delivery vehicles to be less than 4 tonnes.
2. Vehicles above 4 tonnes must gain approval from the Construction / Site Manager, Hotel Manager or General Manager before arrival on site, to gain special instructions (Ph 02 99775145).

Acceptable times for deliveries and construction activity

1. Service vehicles will confine their access to the site to the five-hour period of 7am – 12pm, and this timetable will be written into delivery contracts. Deliveries outside this time will trigger a complaint to the driver and delivery company, and a request that it does not happen again. Repeat instances will trigger a review of delivery contracts.
 - The late arrival of non-perishable goods will be off-loaded at A24 or if not staffed, building A26, to avoid the vehicle venturing into the core part of the site.
 - The late arrival of perishable food or beverage supplies (particularly those requiring refrigeration) will need to be directly transferred to a cool store (P13 or A6).
2. To avoid injury to our bandicoots, visitors and guests, we ask you to not exceed 15kph at any time, and please slow down further when passing the hotel reception and entering the Wharf Precinct.

Driving to a delivery or work site

1. Upon reaching the vehicle boom gate, all vehicles are to contact Hotel Reception on (99775145) using their mobile phone or an intercom (once installed).
2. Truck drivers are to follow the suggested route provided on a map attached to the supply order, which ensures they do not:
 - drive along Main Axial Street (First and Second Class Precinct); or
 - drive into the centre bitumen area of the Wharf Precinct.
3. Vehicles over 4 tonnes require approval to proceed further than reception.
4. Due to the sensitivity of the site, we ask that drivers:
 - remain at all times on designated roadways and authorised hardened surfaces;
 - slow down when reaching narrower sections of road, to allow lighter vehicles to pass instead of moving off the road edge;
 - avoid doing three point turns on roads or using the grassy verges; and
 - acknowledge that pedestrians have right of way.
5. Please park in designated areas only, (namely the administration car park and by buildings P13 and A6 for service and delivery)

Delivery points

1. For deliveries within the First and Second Class Precincts, or Administration Precincts, trucks are to park in the Administration carpark, and transport goods using a trolley or equivalent non-motorised vehicle.
2. For deliveries within the Wharf Precinct, trucks are to drive across the grass alongside the first building and park between it and the cliff face
3. Landscape supplies and any building materials required within one week of delivery are to be delivered to building A24 or the Stonemasons Yard
4. To avoid harming any sensitive areas of ground, trees and shrubs, and to minimise any risk to staff and guests, please keep construction materials and equipment in a confined area
5. Materials left outside at night should be roped off and preferably lit with a low wattage battery powered light.

Minimising Noise

1. To minimise noise levels for our guests and wildlife we ask that you:
 - minimise the use of air brakes;
 - switch off your engine when not in use;
 - do not use your horn unnecessarily
 - securely fix tailgates and cover all loads on all vehicles transporting materials to and from the site;
 - avoid warming up plant and machinery near residential dwellings before specified hours of activities and minimise the duration to that essential for safe operation;
 - maintain exhaust-silencing attachments on all diesel-powered equipment;
 - maintain all mobile plant equipment to an efficient condition and operate correctly;
 - concentrate noisy electrical activity (such as saws and planers) close to the area of work and where it has least inside buildings where the work is needed, inside temporary works buildings, such as A24, A14-17, A11 and A28-29 for refinements and initial assembly; and on inland rather than coastal sides of buildings; and
 - avoid playing music outside or from their vehicles.

Waste removal

1. Please minimise, reuse or recycle waste where possible
2. We request that construction and deliveries that generate large amounts of waste (such as wrapping) remove their waste to a licensed facility. If this is not possible, we ask to make arrangements with us beforehand.
3. Those disposing of waste on site are to use the specific waste bins provided, separating wherever possible steel, paper/cardboard, glass, concrete and masonry.
4. Construction and demolition activities will be required to follow guidelines from a waste management plan.

No smoking

1. The Quarantine Station is generally a non-smoking area, especially inside all buildings and public spaces.
2. Staff and contractors working on site for more than several hours are permitted to smoke behind building S1 and A6, where all weather ash trays are provided.

National park status

1. Please remember that the Quarantine Station is a part of the Sydney Harbour National Park, so:
 - everything is protected;
 - no pets are to be brought onto the site (especially cats and dogs); and
 - no firearms are to be brought onto the site.

Appendix K – 2 Construction vehicles

The Quarantine Station is a historic site within a national park, and has a serene and spiritual atmosphere. A great deal of the site is fragile and easily damaged beyond repair. We are trying to limit our rules and regulations so that each person feels free enough to enjoy the special atmosphere of the site. So we ask that you practice our minimal impact code to make sure that our site is conserved and impacts on our wildlife and guests are reduced as much as possible. Thanks for your help.

Pre delivery briefing

3. Prior to commencing regular construction or deliveries, relevant staff are requested to attend a 15 minute briefing on the minimal impact code and any other minimal impact practices required at the time.

Acceptable vehicles

3. There is a preference for construction and delivery vehicles to be less than 2 tonnes.
4. Vehicles above 2 tonnes must gain approval from the Site Manager, Hotel Manager or General Manager before arrival on site, to gain special instructions.

Acceptable times for deliveries and construction activity

3. Construction vehicles are requested to only access the site at set times to limit any disturbances to the site and guests.
4. Construction access to the site will not be allowed on Sundays or public holidays except for low noise works or emergency works. Access times for construction vehicles are as follows:
 - During daylight saving: Monday-Friday 7am –6pm and Saturday 8am-1pm
 - During eastern standard time: Monday-Friday 7am – 5pm and Saturday 8am-1pm
5. Service and delivery vehicles are requested to only access the site between the hours of 7am-12pm.
6. Some service vehicles needing to access the site outside these hours will be asked to follow a contingency plan – eg. suggest to deliver to a more central location to what is otherwise possible (close to building A24 or A1 for urgent perishables). For repeat instances, contracts may be reviewed.
7. To avoid injury to our bandicoots, visitors and guests, we ask you to not exceed 15kph at any time, and please slow down further when passing the hotel reception and entering the Wharf Precinct.

Driving to a delivery or work site

5. Upon reaching the vehicle boom gate, all vehicles are to contact Hotel Reception on (99775145) using their mobile phone or an intercom (once installed).
6. Trucks are not to:
 - drive along Main Axial Street (First and Second Class Precinct); or
 - into the centre bitumen area of the Wharf Precinct.
7. Vehicles over 1.5T require approval to proceed further than reception.
8. Due to the sensitivity of the site, we ask that you:
 - remain at all times on designated roadways and authorised hardened surfaces;
 - slow down when reaching narrower sections of road, to allow lighter vehicles to pass instead of moving off the road edge;
 - avoid doing three point turns on roads or using the grassy verges; and
 - acknowledge that pedestrians have right of way.
5. Please park in designated areas only, (namely the administration car park and by buildings P13 and A6 for service and delivery)

Delivery points

6. For deliveries within the First and Second Class Precincts, or Administration Precincts, trucks are to park in the Administration carpark, and transport goods using a trolley or equivalent non-motorised vehicle.
7. For deliveries within the Wharf Precinct, trucks are to drive across the grass alongside the first building and park between it and the cliff face
8. Landscape supplies and any building materials required within one week of delivery are to be delivered to building A24 or the Stonemasons Yard

9. To avoid harming any sensitive areas of ground, trees and shrubs, and to minimise any risk to staff and guests, please keep construction materials and equipment in a confined area
10. Materials left outside at night should be roped off and preferably lit with a low wattage battery powered light.

Minimising Noise

2. To minimise noise levels for our guests and wildlife we ask that you:
 - minimise the use of air brakes;
 - switch off your engine when not in use;
 - do not use your horn unnecessarily
 - securely fix tailgates and cover all loads on all vehicles transporting materials to and from the site;
 - avoid warming up plant and machinery near residential dwellings before specified hours of activities and minimise the duration to that essential for safe operation;
 - maintain exhaust-silencing attachments on all diesel-powered equipment;
 - maintain all mobile plant equipment to an efficient condition and operate correctly;
 - concentrate noisy electrical activity (such as saws and planers) close to the area of work and where it has least inside buildings where the work is needed, inside temporary works buildings, such as A24, A14-17, A11 and A28-29 for refinements and initial assembly; and on inland rather than coastal sides of buildings; and
 - avoid playing music outside or from their vehicles.

Waste removal

5. Please minimise, reuse or recycle waste where possible
6. We request that construction and deliveries that generate large amounts of waste (such as wrapping) remove their waste to a licensed facility. If this is not possible, we ask to make arrangements with us beforehand.
7. Those disposing of waste on site are to use the specific waste bins provided, separating wherever possible steel, paper/cardboard, glass, concrete and masonry.
8. Construction and demolition activities will be required to follow guidelines from a waste management plan.

No smoking

3. The Quarantine Station is generally a non-smoking area, especially inside all buildings and public spaces.
4. Staff and contractors working on site for more than several hours are permitted to smoke behind building S1 and A6, where all weather ash trays are provided.

National park status

2. Please remember that the Quarantine Station is a part of the Sydney Harbour National Park, so:
 - everything is protected;
 - no pets are to be brought onto the site (especially cats and dogs); and
 - no firearms are to be brought onto the site.

Appendix L – Building Access Audit

Table L-1 Building access audit

Buildings	Suitable internal front access	Suitable alternative access	Ramp required	Unsuitable at this stage	Potential later improvements
The Jenner (ferry)				✓	
The Wharf				✓	✓
Mini bus				✓	
People movers	✓				
A14-17 (visitor centre)	✓	✓			
A14-17 (toilets)	✓				
A8 (tours - former inhalation chambers)	✓				
A7 (tours - former autoclaves)	✓	✓			
A6 (restaurant)	✓	✓			
A9 (tours - former laundry)		✓			
A11 (gallery)		✓			
A12 (tours - former 1 st & 2 nd class showers)		✓ (small ramp needed)	4		
H1 (tours - former hospital)	✓		4		
H2 (tours - former hospital)	✓		✓ (H1)		
H3 (health retreat – treatments*)	✓		✓ (H1)		
H4 (health retreat – treatments*)			✓ (H1)		
H5 (health retreat – treatments*)		✓	✓ (H1)		
H6 (tours - former morgue)			✓ (minor)		
H6 (tours - former laboratory)			✓ (minor)		
H7-11 (accommodation)	✓			✓	
H14-15 (health retreat treatments*)				✓	
S9 (tour - former staff cottage)				✓	
P22 (health retreat accommodation)		✓	✓		
P21 & 23 (health retreat)		✓	✓		
P28-29 (conferences, functions & education - bathrooms)				✓	
P27 (conferences, functions & education)			✓ (small)		
P17 and P18 (tours - former Asiatic kitchen)	✓				
P14-16 (conferences, functions, education & tours)	✓		✓ (P14 small)		
P14-16 (tours - former bathrooms)				✓	
A20 (conferences, functions & education)	✓				
A25 (tours - former post office)				✓	
A1 (administration)			✓		

* Proposed uses yet to be finalised

Table L-1 (cont) Building access audit

Buildings	Suitable internal front access	Suitable alternative access	Ramp required	Unsuitable at this stage	Potential later improvements
A2 (Conferences, functions & education)	✓	✓	✓		
A28-29 (tours viewing shelter)	✓		✓ (small)		
P1 (accommodation)		✓	✓ (small)	✓	✓
P1 (accommodation bathrooms)				✓	
P2 (accommodation)			✓(small)	✓	
P2 (accommodation bathrooms)				✓	
P3 (accommodation lounge)				✓	
P4 (operations)				✓	
P5 (accommodation & functions)					✓
P5 (gym)				✓	
P6 (kitchen & accommodation)				✓	
P7 (accommodation lounge)				✓	
P9 (accommodation)	✓		✓		
P10 (accommodation)				✓	✓
P10b, P36, P10A & P8A (tours – former bathrooms)				✓	
P11 (accommodation)		✓			
P12 (accommodation)			✓		
P13 (kitchen and dining)	✓		✓		
S1 (accommodation)				✓	
S2 (accommodation)				✓	✓
S7 (office)				✓	✓
S4 (accommodation)				✓	✓
S5 (tours - former staff accommodation)				✓	
S6 (staff accommodation)				✓	
S10 (accommodation)				✓	
S12 (accommodation)				✓	
S14 (accommodation)				✓	✓
S15 (accommodation)				✓	
S16 (accommodation)				✓	
A23 (site operations)	✓				
A24 (site operations)				✓	
A26 (visitor waiting shelter)	✓	✓			
A18 (site operations)				✓	
P33 tours – telephone box)				✓	

Appendix M – MLALC Agreement

Agreement between the Metropolitan Local Aboriginal Land Council, Mawland Hotel Management NSW National Parks and Wildlife Service for the conservation and interpretation of Aboriginal heritage at the Quarantine Station, signed 24/1/2003

1. Background

The NSW National Parks and Wildlife Service have offered Mawland a Conditional Agreement to lease the Quarantine Station for 20 years, with a potential extension of another 25 years. Mawland propose to establish a cultural tourism operation that features a visitor centre and museum, guided tours, industrial-themed restaurant, three star accommodation and functions centre, and overnight education centre. The lease is expected to be signed in 2003 and Mawland expect to be operating the site shortly after that.

This Agreement has been prepared to establish a shared view of how Aboriginal heritage at the Quarantine Station should be jointly conserved and interpreted through a partnership between the Metropolitan Local Aboriginal Land Council (MLALC), Mawland Hotel Management (Mawland) and the NSW National Parks and Wildlife Service (DEC). A first draft was presented to the MLALC in January 2002, and on February 14th, a meeting was held between the MLALC and Mawland to discuss and refine the first draft. Two further meetings have taken place with the DEC and the MLALC in October and November 2002.

The following principles and commitments apply to Aboriginal heritage within the proposed lease area of the Quarantine Station.

2. Aboriginal involvement in the management and interpretation of local Aboriginal heritage

1. As the peak organisation representing local Aboriginal interests, the MLALC will act as the communications facilitator between relevant Aboriginal people and organisations, and Mawland and the DEC, on matters relating to the proposed lease area.
2. Mawland and the DEC will involve the MLALC in the following at the Quarantine Station:
 - Ongoing consultation regarding development of the Proposal and operation of the site with respect to Aboriginal heritage, as directed in the Conditions of Approval.
 - Determining the best ways to protect and conserve Aboriginal sites;
 - Refining, endorsing or rejecting any proposed research or monitoring of Aboriginal sites;
 - Responding to the results of Aboriginal site monitoring or any human impacts on Aboriginal heritage;
 - Determining the content of any interpretation and education of Aboriginal heritage and culture;
 - Refining, endorsing or rejecting any proposed promotion that mentions Aboriginal heritage; and
 - Selecting suitable merchandise based on Aboriginal heritage that may be sold or distributed.
 - Preparation of an Aboriginal Heritage Management Plan, as detailed in the Conditions of Approval, and 5 yearly reviews of the Plan.
3. The primary method for ongoing communication between Mawland and the MLALC will be through the Quarantine Station Community Committee, supported by less formal ongoing communication between an agreed representative from Mawland and the MLALC.
4. Mawland will assist local Aboriginal people to apply for Quarantine Station jobs by forwarding job advertisements to the MLALC office.
5. MLALC members will have unrestricted access to outdoor areas of the Quarantine Station to undertake cultural management practices, consistent with legislation and policies applying to the site, and after advising Mawland's Quarantine Station Operations Manager (for safety reasons, so the Manager knows who is on site).
6. The DEC and Mawland will provide the MLALC with building space for having an ongoing presence on the site, and for storing Aboriginal artefacts and running the proposed Aboriginal owned business (Section 7).

3. Protection of Aboriginal heritage

1. Aboriginal sites will be protected according to the agreed recommendations of the AMBS 2002 Report, and the future Aboriginal Heritage Management Plan.
2. A representative of the MLALC will brief site operations staff and contractors proposing to work within 50m of registered Aboriginal sites, about:
 - the sensitivity of Aboriginal sites; and
 - minimal impact procedures to avoid any contact by individuals, equipment or materials.The representative may choose to be present during work within 50m of registered sites.
3. Visitor access to any registered Aboriginal sites within the proposed lease area will not be promoted or encouraged.
4. There will be no new car parks, roads, tracks or buildings constructed within 50m of registered Aboriginal sites, though reconstructions, improvements, conservation and maintenance is acceptable, subject to prior assessment.
5. The existing fences that prevent access to nearby Aboriginal sites will be maintained.
6. A fence will be installed at the western edge of the wharf to prevent visitor access towards Cannae Point. The fence will incorporate a gate for Aboriginal access to the sites.
7. If visitors are found to be exploring near Aboriginal sites, minimal impact signs requesting no further access will be installed and more fencing will be considered.
8. No additional fences or barriers will be installed to protect Aboriginal sites if they suggest the location of the site and thus increase interest in accessing the site.
9. Practices to minimise impacts on Aboriginal heritage will be included within minimal impact codes, and will be promoted through displays and signs across the site.

4. Monitoring Aboriginal heritage

1. The MLALC will nominate an individual for the ongoing role of monitoring the condition of Aboriginal sites within the Quarantine Station. The monitoring will be undertaken in consultation with the DEC and Mawland, and the representative will pre-arrange their visit and notify Mawland's Operations Manager upon arrival. The representative will undergo environmental briefing, as required for all staff and ongoing contractors under the Conditions of Approval.
2. The MLALC will document and supply the results of monitoring to the DEC and Mawland, for inclusion in the proposed overall integrated monitoring and adaptive management system, annual environment reports and five yearly environmental audits.
3. If visitor impact is identified, Mawland will provide occasional on-site accommodation for the MLALC monitoring representative to observe the sites during times when impact is most likely.

5. Interpretation of Aboriginal heritage

1. Mawland and the DEC will not interpret any Aboriginal sites – this may only occur as part of educational programs or interpretive tours prepared and delivered by local Aboriginal people and endorsed by the MLALC, Mawland and the DEC.
2. Any interpretive or educational material produced about local Aboriginal heritage and culture will be developed in consultation with the MLALC, and will not be made public until it is endorsed by the MLALC.
3. With respect to the interpretation of local Aboriginal heritage and culture, Mawland propose that:

- all visitors have the opportunity to receive a basic introduction to local Aboriginal heritage and culture, via displays within a visitor centre,
- some visitors choose a personal insight into local Aboriginal heritage and culture, via an interpretive tour provided by an Aboriginal owned operation; and
- some students choose a comprehensive understanding of local Aboriginal heritage and culture through an educational program provided by the same Aboriginal owned operation.

6. Retailing Aboriginal merchandise

1. The selection of Aboriginal merchandise will be based on products relevant to the local area, and ideally, produced within the local area by local people..
2. The MLALC will be provided with the opportunity to recommend the most suitable Aboriginal merchandise that could be sold through the visitor centre retail outlet, such as products produced by local cooperatives. In advising on products, the MLALC will consider any relevant certification programs that identify authentic Aboriginal product.
3. A proportion of the profit from the sale of Aboriginal-based merchandise will be provided to the Aboriginal owned operation responsible for use in training and production of educational resource material needed for interpretation and education at the Quarantine Station.

7. Business partnership

1. Mawland will assist the MLALC to develop and operate an independent Aboriginal owned business to deliver:
 - A three-day educational program about local Aboriginal heritage and people, for shared delivery with teachers at the Quarantine Station and other parts of North Head; and
 - A stimulating two to three hour tour about local Aboriginal heritage and people, starting at the Quarantine Station and incorporating other parts of North Head.
2. The MLALC will assist the Aboriginal business to develop and operate, through the sourcing of suitable people and resources, connections with other relevant Aboriginal owned businesses and ongoing mentoring.
3. The MLALC will assist the Aboriginal business to work closely with Mawland and the DEC to ensure the activities work in synergy with other visitor experiences at the Quarantine Station.
4. Mawland will provide in-kind support to assist build the business, develop and then market the two products, including:
 - Business planning and product development advice, on request;
 - Inclusion of customer feedback and suggested improvements in the overall visitor monitoring program;
 - Inclusion of Aboriginal guides in guide training;
 - Inclusion of product promotion on all of the major Quarantine Station marketing techniques (including the website, lead brochure and attendance at trade and consumer shows); and
 - Inclusion in the Quarantine Station booking system.
 - Mawland and the DEC will provide the MLALC with building space for running the proposed business.
 - Mawland will provide some capital investment to assist the business access grant programs that require matching funding.
 - The DEC will waiver any business licence and access fees for the operation to deliver the two products within North Head.
 - The MLALC will assist Mawland to stage occasional Aboriginal art exhibitions and dance performances that interpret local Aboriginal culture.

Final Approved Visitor Management Plan for the North Head Quarantine Station (March 2005)

Appendix N – Emergency and Evacuation Appendices

Appendix N1: Hazard Identification/fault report form

Hazard Identification / Fault Report Form

Name:	Date:	
Room No.:	Building No.:	Phone No.:
Identification of Hazard / Fault: <i>(name the hazard and where it is)</i>		
Hazard / Fault description(s): <i>(describe with possible consequences)</i>		
Action:	<input type="checkbox"/>	after hours, possible serious injury, contacted hotel reception
	<input type="checkbox"/>	contacted Maintenance department
	<input type="checkbox"/>	reported to Manager on Duty
	<input type="checkbox"/>	risk assessment needed
	<input type="checkbox"/>	corrected the situation <i>(describe what you did)</i>
<i>Please complete this form as fully as possible and submit it to Manager on Duty.</i>		
<i>Thank you for your assistance in making this a safe workplace.</i>		

Appendix N - 3 Identification risk assessment



RISK ASSESSMENT

Risk Assessment Location			
Person Conducting the Risk Assessment	Position	Date	Signature
Supervisor of the Area	Position	Date	Signature

Hazard Identification		Risk Assessment		Risk Control			Review	
No	What harm can happen to people or equipment	Risk Score*	List any Control Measures already implemented	Describe what can be done to reduce the harm	Whom Responsible	When By	Are the Controls Effective?	Date Finalised

What is a hazard?

A. Could people be injured or made sick by things such as:		B. What could go wrong?	
<ul style="list-style-type: none"> • Noise • Light • Radiation • High or low temperatures • Electricity 	<ul style="list-style-type: none"> • Moving or falling things (or people) • Flammable or explosive materials • Things under tension or pressure (compressed gas liquid) • Any other energy sources or stresses 	<ul style="list-style-type: none"> • What if equipment is misused? • What might people do that they shouldn't • How could someone be killed? • How could people be injured? • What may make people ill? 	
C. Can workplace practices cause injury or sickness?		D. How might these injuries happen to people?	
<ul style="list-style-type: none"> • Are there heavy or awkward lifting jobs? • Can people work in a comfortable posture? • If the work is repetitive, can people take breaks? • Are people properly trained? 	<ul style="list-style-type: none"> • Do people follow correct work practices? • Is there poor housekeeping? Look out for clutter • Torn or slippery flooring • Sharp objects sticking out • Obstacles 	<ul style="list-style-type: none"> • Broken bones • Eye damage • Hearing problems • Strains or sprains • Cuts or abrasions 	<ul style="list-style-type: none"> • Bruises • Burns • Lung problems • Poisoning
E. Imagine that a child was to enter your work area		F. What are the special hazards?	
<ul style="list-style-type: none"> • What would you warn them to be extra careful of? • What would do to reduce the harm to them? 		<ul style="list-style-type: none"> • What occurs only occasionally- for example during maintenance and other irregular work? 	

Step 1 – Consider the Consequences			Step 2 – Consider the Likelihood		Step 3 – Calculate the Risk				
What are the consequences of this incident occurring? Consider what <u>could reasonably</u> have happened as well as what actually happened. Look at the descriptions and choose the most suitable Consequence CONSEQUENCES 			What is the likelihood of the consequence identified in Step 1 happening? Consider this without new or interim controls in place. Look at the descriptions and choose the most suitable likelihood. LIKELIHOOD 		The calculated risk score is where the two ratings cross on the matrix below. H=high, M=Medium, L=low				
Damage	Process interruption	Environmental Impact	Likeli-hood	Description	Likelihood	Consequences			
						Maj	Mod	Min	Ins
Major Extensive injury or death > 100K	>1week	Community alarm	A	The event is expected to occur in most circumstances	A	H	H	H	M
Moderate Medical treatment \$50-\$100K	1 day -1 week	Off site impact	B	The event could occur at some time	B	H	H	M	M
Minor First aid treatment \$5-\$50K	1 hour - 1 day	On site impact	C	The event could occur, but only rarely	C	H	M	M	L
Insignificant No treatment <5K	< 1 hour	Potential impact	D	The event may occur, but probably never will	D	M	M	L	L

Risk Control

Risk control is a method of managing the risk with the primary emphasis on controlling the hazards at source. For a risk that is assessed as “high”, steps should be taken immediately to minimise risk of injury. The method of ensuring that risks are controlled effectively is by using the “hierarchy of controls”. The Hierarchy of Controls are:

1. Eliminate the hazard
2. Change equipment or materials (substitution)
3. Change work methods (management control)
4. Use personal protection (engineering control)

Appendix N - 4 First Aid Register

First Aid Treatment Report Logbook

Issued To:

First Aid treatment reports must be completed by the first aider whenever first aid treatment is provided. These logbooks should be located within the First Aid kit.

When full, this logbook is to be returned to the Occupational Health & Safety Manger. Mawland Hotel Management is committed to the provision of a safe and healthy working environment for its staff and visitors

Why complete a First Aid treatment report form?

It's the Law Under the OHS (First Aid) Regulation, first aid treatment must be recorded

It protects First Aiders A log book is important in terms of a historical record of first aid treatment provided
It provides statistics Statistics assist with identification of OHS Problems and trends

What do First Aiders need to do?

Complete the First Aid Treatment report after first aid treatment has been provided. If an incident has occurred on site, please provide the injured/ill person with a Mawland Incident Report form and advise them to complete it.

What if an injured/ill person refuses first aid treatment?

Complete the first aid treatment report with as many details as you can. Attach a note to the first aid treatment report (and send a copy to the OHS Manager) which outlines that the injured/ill person refused first aid treatment and any other relevant details.

Contact Numbers Ambulance (0) 000 Manager on Duty (TBA)

All Operation Managers are first aid trained. The Manager on Duty must be contacted if an ambulance is called

FIRST AID TREATMENT REPORT

Incident Date	Incident Time	Location	Time of Treatment
Patient First Name	Patient Last Name	Age	<input type="checkbox"/> Male <input type="checkbox"/> Female
Address/Department	Suburb/Faculty	Post Code	
Occupation	<input type="checkbox"/> Staff <input type="checkbox"/> Student	<input type="checkbox"/> Visitor <input type="checkbox"/> Other	Staff/Student ID Number

Activity When Injured/Ill			
Description of Injury/Illness <input type="checkbox"/> Laceration/Cut <input type="checkbox"/> Contusion/Bruise <input type="checkbox"/> Puncture Wound <input type="checkbox"/> Burns Insect/Animal Bite <input type="checkbox"/>			
Treatment	Wash/Flush <input type="checkbox"/>	Dress Bandage <input type="checkbox"/>	Ice <input type="checkbox"/>
Referral for Further Treatment?	Yes/No If yes, where?		
First Aider Name	Signature	Date	/ /

Distribution:	1. Original to OHS Manager	2. Copy remains in logbook in first aid kit
Office Use:	Report Filed: / /	OHS Follow-up: / /

Appendix N - 5 Disabled Persons register

Disabled Persons register

The following are the most likely locations of regular uses of the building, such as staff and guests, who will require assistance to evacuate the building in an emergency:

Date	Likely locations of persons requiring assistance	Assistance Required	Person Assigned to assist

Note: The Warden will assign a suitable person to assist any mobility-impaired persons at the time in the event of an emergency. All staff is to assist any visitor with a disability to evacuate.

1. The register will be updated by the hotel reception.
2. Any disabled person not registered with the hotel, yet attending a function or tour must report to hotel reception and have details taken.
3. The register will be located at Hotel Reception desk.
4. It will be collected by the Chief Warden in the event of an evacuation and be readily available to the Fire Service on their arrival.

Appendix N - 6 Communication of Emergency procedures to Staff and Contractor
(Training)

Communications of Emergency Procedures to Staff

Overview of Information to be presented

- Stress to staff the importance of knowing what to do in an emergency situation
- If an evacuation is required a safe exit from the building requires an orderly and prompt response
- Indicate to the staff the appropriate assembly areas for the buildings in which they are likely to be
- Staff are not to re-enter the building until advised by building Wardens or Emergency Services that it is safe to do so

Confirmation Notification

Please complete this section confirming that the Emergency Management Procedures have been explained during your induction.

Human resources will keep these records filed as we not only have a responsibility under the OH&S Act (1983) to notify staff of emergency procedures information, but to demonstrate that we have done so.

Your Name:	
Your Department:	
Date:	
Staff sign.:	
Managers sign:	
I have been trained and understood all emergency procedures relating to working at Quarantine Station site. I understand that I may be called upon to assist in an emergency situation. I understand that re-training will be conducted on an annual basis and that as a term of my employment I am required to attend this re-training	

Communications of Emergency Procedures to Contractors

Overview of Information to be presented

- Stress to contractors the importance of knowing what to do in an emergency situation
- If an evacuation is required a safe exit from the building requires an orderly and prompt response
- Indicate to the contractors the appropriate assembly areas for the buildings in which they are likely to be
- Contractors are not to re-enter the building until advised by building Wardens or Emergency Services that it is safe to do so

Confirmation Notification

Please complete this section confirming that the Emergency Management Procedures have been explained during your induction.

Human resources will keep these records filled as we not only have a responsibility under the OH&S Act (1983) to notify contractors of emergency procedures information, but to demonstrate that we have done so.

Your Name:	
Your Company:	
Area most work conducted:	
Date:	
Contractors sign.:	
Managers sign:	
I have been trained and understood all emergency procedures relating to working at Quarantine Station site. I understand that I may be called upon to assist in an emergency situation. I understand that re-training will be conducted on an annual basis and that as a term of my contract I am required to attend this re-training	

Appendix N - 7 Emergency Control Organisation register

Emergency Control Organisation Register (ECO)

- This register records the members of the ECO.
- It must be kept up to date at all times

DATE	NAME	TITLE	OPERATION	POSITION IN ECO
				Emergency Coordinator/ Chief Warden
				Area/ Building Warden
				Communications Officer
				First Aid Officer
				DEC Representative
				Wardens
				Media Officer

Appendix N - 8 Wardens self Test

Wardens Self Test

Question	Response
What do I do first if I see flames or smell smoke?	
Where is the closest fire alarm point?	
Who dial 000?	
Do I need to dial an extra number for an outside line before 000?	
Where is the nearest fire hose reel?	
Do I know how to operate a fire hose reel?	
Where are the nearest extinguisher, what type is it and what type of fire will it extinguish?	
Do I know how to operate the extinguisher?	
Where are the outside assembly points located?	
Where do I report to the Chief Warden in case of evacuation?	
What do I do if the smoke is thick?	
How do I recognise an exit door?	
If the lighting is off, where is the nearest torch?	
Where is the main electrical switch?	
My wallet and rings are in the changing room during a fire alarm sounding - what do I do about them?	
A guest says, " I want my hand bag" during a fire alarm sounding - what do I do?	
Who meets the emergency services when they arrive?	
Where is the fire alarm panel?	
Do I shut doors during evacuation?	

Appendix N - 9 Emergency & evacuation Report

Emergency and Evacuation Report

The evacuation checklist contains a record of all action taken during an emergency and /or evacuation exercise. It is to be completed by the Chief Building Warden and given to the Site General Manager (Mawland) and the Emergency Planning Committee (EPC).

Emergency Area:		Exercise:		Emergency:
Building:		Room:		Date:
Type of emergency	<input type="checkbox"/> Fire <input type="checkbox"/> Bomb Threat	<input type="checkbox"/> Chemical <input type="checkbox"/> Bush Fire	<input type="checkbox"/> Gas Leak <input type="checkbox"/> Other (Specify)	
Alerted to emergency by: Alarm Thermal * Time: Sprinkler Halon/CO2 Guest or Staff (specify) Telephone: callerExt No: * Time: Other: (specify)				
Notified the following: Emergency Services National Parks		Site General Manager (Mawland) Other (specify)		
Evacuation Details: Building: Commenced * Time:..... Completed * Time:..... Re-Enter Building * Time:.....				
Public Emergency Response Fire Brigades Police Ambulance Bomb Squad DEC Other (specify)	Officer in Charge		Location	
Remarks: (use a blank piece of paper if needed)				

Appendix N - 11 Armed Intruder Checklist

Armed Intruder Checklist

Prompt	Description	Your Description
Build	Thin, fat, normal, stocky, pot-bellied, solid, lean, angular	
Age	Lines around eyes, wrinkled forehead, age spots or lines on hands, lines on neck	
Name	Offenders might use nick names or a name that can be associated with one of the offenders	
Hair	Think about the style as well as the colour. Was hair short, long, straight, curly, in a pony tail, wavy, receding, afro, woolly, thick, crew cut?	
Eyes	Colour and shape. Wide, close together, narrow, sleepy, squinting, deep-set, protruding, blood-shot, slit, and closed.	
Complexion	Skin tone and colour can indicate the offender's ethnicity. Descriptive terms could include fair, dark, olive-skinned, tanned, pimply, acne-scarred, Latin, anglo-saxon or Aboriginal	
Mannerisms	Think about the posture. Descriptive terms could include a slouched, round-shouldered, erect or relaxed	
Face	Bushy eyebrows, big nose, thin lips, pouting lips or dimpled cheeks. Look for a beard, moustache, moles, broken or missing teeth, capped or bad teeth, pimples, freckles, scars	
Clothing	What was on the upper body, lower body and feet, rings, wearing gloves, sunglasses (type), spectacles, earrings, and watch. Disguise (ski mask, balaclava, stocking, overalls, raincoat)	
Hands	Tattoos, rings, missing digits, colouration, scars, staining	
Vehicle	Registration, Make, colour, model	
Other	Boat, bike, scooter	
Weapon Type	Shotgun, rifle, revolver, pistol, air rifle, machine gun	
Weapon Action	Bolt, lever, pump, semi-automatic, automatic	
Weapon Barrel	Sawn off, single, double, side by side, over and under	
Weapon Stock	Cut down, wood, metal, normal, plastic, coloured	
<p>NOTE: most guns have a brand or logo prominently displayed on the handle or barrel. If Circumstances permit, check for the identification. NEVER assume that the gun is a fake! Many of the more unusual brands of guns look like toys and most fake guns look more real than the original.</p>		

Appendix N - 12 Bomb Threat Card

Bomb Threat Card

(PLACE THIS CARD UNDER YOUR TELEPHONE)

<p>Questions To Ask</p> <p>When is the bomb going to explode?</p> <p>Where did you put the bomb?</p> <p>When did you put it there?</p> <p>What does the bomb look like?</p> <p>What kind of bomb is it?</p> <p>What will make the bomb explode?</p> <p>Did you place the bomb?</p> <p>Why did you place the bomb?</p> <p>What is your name?</p> <p>Where are you?</p> <p>What is your address?</p> <p>EXACT WORDING OF THREAT</p> <p>-----</p> <p>-----</p> <p>-----</p> <p>ACTION</p> <p>Report call immediately to Police (000) and Chief Warden/Duty manager</p> <p>Phone/(EXT): _____</p>	
---	--

REMEMBER TO KEEP CALM AND DON'T HANG UP
& FILL IN BOMB THREAT CARD.
Hand completed card
to police after copying

Bomb Threat Report

Callers Voice: _____

Accent(specify):_____

Any Impediment:_____

Voice (loud, soft, etc):_____

Speech (fast, slow, etc):_____

Diction (clear, muffled):_____

Manner (calm, emotion, etc):_____

Did you recognise the voice?_____

If so, who do you think it was?_____

Was the caller familiar with the area?_____

Threat Language

Well Spoken:_____

Incoherent:_____ Irrational:_____

Taped:_____

Message read by caller:_____

Abusive:_____

Other:_____

Background Noises

Street Noise:_____ House Noise:_____

Aircraft:_____ Voices:_____ Local Call:_____ Music:_____ Long

Dis.:_____ Machinery:_____ STD:_____ Other:_____

Other: Sex of caller:_____ Est age:_____

Call Taken

Date: ___/___/___ Time:_____

Duration of call:_____

Number called:_____

Recipient Name:_____

Phone:_____ Signature:_____

Appendix N - 13 Visual inspection & threat Analysis Checklist (bomb threat)

Visual inspection and Threat Analysis Checklist

This procedure is to be provided to Building Wardens or other staff who may be involved in a visual inspection of buildings. This checklist will form an integral part of the briefing process.

Introduction

Staff may be called upon to assist the Building Wardens and other Emergency Personnel in the conduct of a building inspection, involving a visual check of offices, corridors, stairwells and common or public areas, for unaccounted articles or items which may appear suspicious.

VISUAL INSPECTION PROCEDURE

This is a visual inspection ONLY.

At all times, follow the instructions of the Emergency Control Organisation & other emergency personnel. Any article or situation, which appears abnormal, must be reported to the Area/building Warden immediately.

- Do not touch, tamper, tilt or move any item that appears suspicious or cannot be appropriately accounted for by the building occupants.
- Do not lift, shake or move any item.
- Two-way radio transmissions are not to be made in the affected/search area. You can still use radios for reception only.
- Mobile Telephones are to be switched off in the affected area.

WARNING: Hand held radio transceivers and mobile phones should not be used during a bomb emergency, as under certain conditions transmissions can fire an electrically detonated or radio active bomb.

THREAT ANALYSIS CHECKLIST (to be completed by Emergency Coordinator or Chief Warden)

- (a) What is the deadline nominated by the bomber, if any?

- (b) What is the broad location of the bomb?

- (c) Is there more than one bomb?

- (d) Do we have any indication of the size of the bomb?

- (e) Do we have a description of the bomb?

- (f) How is the bomb activated?

- (g) Why was the bomb placed?

(h) Do we have any indication of the identity of the bomber?

(i) What is the nature of the demands?

(j) Is there any related threat history?

Do we have any other relevant information available?

When as many of these questions as possible have been answered, the following decisions should be made:

- | | | |
|--|-----|----|
| ▪ Does a valid threat exist? | Yes | No |
| ▪ Is the threat as serious as the creator of the threat would have us believe? | Yes | No |
| ▪ What is our degree of vulnerability to the threat? | | |

What are the possible outcomes if:

1. We ignore the threat?

2. We take action on the threat?

If we adopt option (2) what action should we take?

All or some of the following in combination are suggested solutions to the problem.

- Search for the bomb
- Evacuate the building
- Search vulnerable areas
- Partially evacuate
- Search for the bomb for a set time then evacuate
- Evacuate the building for a given time
- Evacuate with the exception of search teams
- If a suspected device is found, what then?

Appendix N - 14 Boating Incident report Form

Boating Incident Report Form

(Reporting procedures required by NSW Maritime Legislation)

Date	Time	Area of Operation (office use only)	Location
PARTICULARS OF VESSELS AND OPERATORS			
Vessel No. 1		Vessel No. 2	
Particulars Of Operator (person at helm)		Particulars Of Operator (person at helm)	
Name:		Name:	
Address:		Address:	
Date of Birth:	Age:	Date of Birth:	Age:
Phone (home):	(Business):	Phone (home):	(Business):
Particulars of Owner of vessel		Particulars of Owner of vessel	
Name:		Name:	
Address:		Address:	
Date of Birth:	Age:	Date of Birth:	Age:
Phone (home):	(Business):	Phone (home):	(Business):
Operator's Experience and Qualifications		Operator's Experience and Qualifications	
This type of boat: <input type="checkbox"/> Under 20 Hrs <input type="checkbox"/> 20-100 Hrs <input type="checkbox"/> 100-500 Hrs <input type="checkbox"/> Over 500 Hrs	Type Of Licence: (*)	This type of boat: <input type="checkbox"/> Under 20 Hrs <input type="checkbox"/> 20-100 Hrs <input type="checkbox"/> 100-500 Hrs <input type="checkbox"/> Over 500 Hrs	Type Of Licence: (*)
	Licence No:		Licence No:
	Certificate No.		Certificate No.
	Date of Issue:		Date of Issue:
Validity of Qualifications <input type="checkbox"/> valid <input type="checkbox"/> Not Valid <input type="checkbox"/> Not Req'd		Validity of Qualifications <input type="checkbox"/> valid <input type="checkbox"/> Not Valid <input type="checkbox"/> Not Req'd	
** Code/Qualifications 1. Coxswain 2. Master Class V 3. Master Class V Fishing 4. Master Class IV 5. Master Class IV Fishing 6. Master Class III	Code/Qualifications 7. Local Knowledge 8. MED 3 9. MED 2 10. MED 1 11. Harbour & River Cert 12. Coxswain Pre-USL	** Code/Qualifications 13. Driver Pre-USL 14. NSW Cert of Validity 15. NSW Gen Boat Licence 16. Other State Boat Licence 17. AYF Qualifications 18. Certificate of service	Code/Qualifications 19. NSW PWC Licence 20. NSW Young Adult Licence 21. Other
Vessel Details		Vessel Details	
Vessel Name:		Vessel Name:	
Vessel Length:		Vessel Length:	
Reg or Permit No.:		Reg or Permit No.:	
Exp. Date:		Exp. Date:	
Type of Vessel <input type="checkbox"/> Cabin Motorboat <input type="checkbox"/> Canoe/kayak <input type="checkbox"/> Ferry <input type="checkbox"/> Fishing(LFB) <input type="checkbox"/> Hire & Drive <input type="checkbox"/> Houseboat <input type="checkbox"/> Inflatable Craft <input type="checkbox"/> Non-Pass Vessel <input type="checkbox"/> Open Motorboat <input type="checkbox"/> Row Boat <input type="checkbox"/> Passenger Vessel <input type="checkbox"/> Personal Water Craft <input type="checkbox"/> Sailing Boat <input type="checkbox"/> Other (specify)	Hull Material <input type="checkbox"/> Aluminium <input type="checkbox"/> Ferro-cement <input type="checkbox"/> Fibre/GRP <input type="checkbox"/> Plywood <input type="checkbox"/> Steel <input type="checkbox"/> Timber <input type="checkbox"/> Other (specify)	Engine <input type="checkbox"/> Inboard Diesel <input type="checkbox"/> Inboard Petrol <input type="checkbox"/> Outboard <input type="checkbox"/> Other (specify) Engine Horsepower _____	Type of Vessel <input type="checkbox"/> Cabin Motorboat <input type="checkbox"/> Canoe/kayak <input type="checkbox"/> Ferry <input type="checkbox"/> Fishing(LFB) <input type="checkbox"/> Hire & Drive <input type="checkbox"/> Houseboat <input type="checkbox"/> Inflatable Craft <input type="checkbox"/> Non-Pass Vessel <input type="checkbox"/> Open Motorboat <input type="checkbox"/> Row Boat <input type="checkbox"/> Passenger Vessel <input type="checkbox"/> Personal Water Craft <input type="checkbox"/> Sailing Boat <input type="checkbox"/> Other (specify)

			<input type="checkbox"/> Tidal conditions						
Weather and Water conditions									
Weather	Water	Wind	Wind Direction	Visibility	Tide				
<input type="checkbox"/> Clear <input type="checkbox"/> Cloudy <input type="checkbox"/> Hazy <input type="checkbox"/> Rain <input type="checkbox"/> Flood	<input type="checkbox"/> Calm <input type="checkbox"/> Choppy <input type="checkbox"/> Rough <input type="checkbox"/> Very Rough <input type="checkbox"/> Strong Current	<input type="checkbox"/> None <input type="checkbox"/> Light 1>8K <input type="checkbox"/> Moderate (8>15K) <input type="checkbox"/> Strong (15>30K) <input type="checkbox"/> Storm (30>)	<input type="checkbox"/> N <input type="checkbox"/> E <input type="checkbox"/> S <input type="checkbox"/> W <input type="checkbox"/> NE <input type="checkbox"/> SE <input type="checkbox"/> SW <input type="checkbox"/> NW	<input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor	<input type="checkbox"/> Flood (in) <input type="checkbox"/> Ebb (out) <input type="checkbox"/> Slack				
Injuries and Fatalities									
No. of fatalities	Vessel 1 <input type="checkbox"/>	Vessel 2 <input type="checkbox"/>	Other <input type="checkbox"/>						
No. of serious injuries	Vessel 1 <input type="checkbox"/>	Vessel 2 <input type="checkbox"/>	Other <input type="checkbox"/>						
No. of minor injuries	Vessel 1 <input type="checkbox"/>	Vessel 2 <input type="checkbox"/>	Other <input type="checkbox"/>						
No missing	Vessel 1 <input type="checkbox"/>	Vessel 2 <input type="checkbox"/>	Other <input type="checkbox"/>						
Serious injury = hospitalisation for other than observation or minor cuts and bruises			Minor injury = First aid given on site or at hospital						
Details of injured / deceased persons									
Name	Address	Telephone	D.O.B	Role of injured/deceased	Type of injury or cause of death	Hospital treated/ admitted where			
Incident description (describe what happened, sequence of events. Include failure of equipment. If diagram is needed attach separately or use back of the Page. Include any information regarding the involvement of alcohol and/or drugs in causing or contributing to the incident. Include any descriptive information about the use of PFD's. list any witnesses below who are prepared to give evidence)									
Alcohol and Drug testing									
Name	Address	Telephone	D.O.B	Gender M / F	Role on vessel	Breath test result	Breath Analysis result	Blood Analysis Result	Urine Analysis Result
Details of Witnesses									
Name			Address			Telephone			
Crew Details onboard commercial vessel at the time of incident									
Name	Address	Telephone	D.O.B Gender M / F	Role on vessel	Qualifications (see codes)	Validity			

<p>Person completing Report (complete in block letters except signature) Name: Address: Postcode: Telephone: Area of Operation: or station (BSO or Police): Signature: Date: Proposed Further action:</p>
<p>Please use this section to draw a map of the area and the details of the incident</p>

Appendix N - 15 Area / Building Warden Checklist

Area / Building Warden Checklist

(To be completed by Area/Building Warden and given to Chief Warden)

Evacuation Report

Name of person (Warden) supervising evacuation: _____

Was Evacuation an Emergency: or Planned

Date of Evacuation: _____ Time of Evacuation: _____

Evacuation Flow Chart

1. Alarm raised	6. Wardens Check building exits are covered
2. Warden Responds	7. Wardens arrive at assembly points
3. Emergency Assessed	8. Evacuation complete
4. Evacuation Commenced	9. Emergency declared over
5. Wardens report to Chief Warden	10. Comments and reports

	Mins	Sec
Time taken to complete evacuation of the building?		
	Yes	No
Did all occupants evacuate safety, expeditiously and efficiently?		
Could the alarm bell be heard in all areas?		
Were all smoke and fire control doors closed?		
Were all Wardens and staff members familiar with the procedures?		
Do all Wardens wear identification in accordance with the procedure?		
Was the correct assembly area used?		
Was the building assistance register available promptly?		
Are all evacuation procedure notices in place?		
Are all exitways clear and all doors able to open?		
Have fire extinguishers and fire hose reels been checked and serviced in the past 6 months and have the fire blankets been checked in the past 12 months?		
Is a copy of the Emergency & Evacuation Procedures available?		
Has the appointment of Wardens been reviewed in the last 6 months?		
Have all Wardens been trained in their duties?		
Does the building have a current compliance certificate? Expiry Date: _____		
If you have checked NO for any of the above, provide details of procedures to rectify fault. Comments:		

Signed: _____

Position: _____ Operation: _____

Appendix N - 16 Chief Warden Checklist

Chief Warden Checklist

Take time to calm down and collect your thoughts. Implement the sites emergency management plan. Consider the level of response that might be required, and discuss possible responses with others.

Immediate tasks

- _ Notify emergency services

- _ Notify General Manager Mawland

- _ Notify DEC

- _ Ensure all building Wardens are completing the required tasks

- _ Ensure all staff and guest are safe from harm

- _ Record details on the initial emergency & evacuation report

- _ Establish a coordinated response to the emergency

- _ Allocate responsibilities to senior managers

- _ Allocate responsibility for evacuation if required

- _ Allocate a communications officer (front desk receptionist) responsible for coordinating media request and management of information, including documentation

- _ Establish a recovery area for triage

- _ Keep all staff and guest informed

- _ Actively seek information from emergency services

- _ Set aside time to brief key personnel and review responses to plan

Appendix N - 17 Proposed Building evacuation display panel

FIRE ACTION

**IF YOU DISCOVER A FIRE
WARN OTHER BUILDING OCCUPANTS
TELEPHONE THE FIRE SERVICE**

Dial: (outside line if required) **000** *from a safe phone*

**WHEN WARNED OF A FIRE IN THIS BUILDING
LEAVE THE BUILDING IMMEDIATELY BY YOUR NEAREST SAFE
EXIT. AVAILABLE EXITS AS FOLLOWS:**

YOUR ALTERNATIVE EXIT IS AT:

ASSEMBLE AT:

**STAY AT THE ASSEMBLY POINT UNTIL THE "ALL CLEAR" IS GIVEN. WALK - DO NOT RUN.
FOLLOW THE INSTRUCTIONS OF THE WARDENS. DO NOT ATTEMPT TO EXTINGUISH THE FIRE
UNLESS IT IS SAFE TO DO SO**

Alternative display panel which will be used in buildings to advise visitors and guest what they should do in an emergency.

In case of emergency DO THIS...

EVACUATION	FIRE
On hearing the fire alarm or if instructed to evacuate	On discovering a FIRE
<ul style="list-style-type: none"> <input type="checkbox"/> Secure confidential and valuable items (if time permits) <input type="checkbox"/> Proceed to the nearest safe EXIT and leave the building. <input type="checkbox"/> Follow instructions of the Warden <input type="checkbox"/> Proceed to nominated assembly area and remain there until directed otherwise by the Fire Warden or Fire Brigades Officer 	<ul style="list-style-type: none"> <input type="checkbox"/> Rescue and or remove any person in danger ONLY if it is safe to do <input type="checkbox"/> Alarm – raise the alarm and follow procedures. Call the Fire Brigades on 000 <input type="checkbox"/> Contain the fire by closing doors (don't lock) <input type="checkbox"/> Extinguish and or evacuate to your assembly area (attempt to extinguish the fire only if you are trained and it is safe to do so)
Your assembly area is:	
Your Warden is:	

Appendix N - 18 Incident/Accident Investigation Report

Incident/Accident Investigation Report

PART 1

Complete the form, then copy for yourself and hand the original to your supervisor.

Personal Information

Person injured or involved in accident: Date form completed:	
Family/Surname Given Name/s..... Birth Date Male / Female	
Home Address	Occupation: <input type="checkbox"/> Staff: <input type="checkbox"/> Full time <input type="checkbox"/> Part time <input type="checkbox"/> Casual <input type="checkbox"/> Contractor Other: <input type="checkbox"/> Hotel Guest:..... <input type="checkbox"/> Conference Guest:..... <input type="checkbox"/> Visitor:.....
Phone no. (W) (H)	Signature.....
Person completing form: <input type="checkbox"/> Same as above OR:	
Family/Surname Given Name/s	
Phone number	Signature
<i>If not staff or guest name of employer or principal contractor:</i> Name: Address Phone no:.....	
Name of local Workplace Health and Safety Officer..... Phone no	
Safety Problem (if no incident has occurred) Describe the problem: Describe the location of the problem : Describe what might result:	
Injury Details Date and time of accident What type of injury or illness occurred? (sprain, puncture, fracture, asthma, etc)	

<p>Body part/s injured:</p> <p>Initial treatment: <input type="checkbox"/> None <input type="checkbox"/> Self <input type="checkbox"/> First Aid Officer <input type="checkbox"/> Other doctor <input type="checkbox"/> Hospital Casualty <input type="checkbox"/> Hospital - Admitted Overnight <input type="checkbox"/> Other, please specify</p> <p>Time and date injured staff member returned to work (if known):</p> <p>Does the injured staff member intend to lodge a workers compensation claim? Yes / No</p>
<p>Incident Details</p> <p>Provide details of the incident: (attach report if space insufficient) Where did the incident take place? Provide room details or a description of location</p> <p>What activities were being undertaken when the incident occurred (use measurements, sketches, photographs etc. to identify facts)? More space available on back of form</p> <p>Was there anything unusual or unexpected about this event (give details)?</p> <p>General condition of environment (dark, glare, rain, dust etc.):</p> <p>At what stage of the person's workday did the accident occur? early <input type="checkbox"/> middle <input type="checkbox"/> late <input type="checkbox"/></p> <p>What would have prevented this incident?</p>
<p>Tick the type of incident that occurred (Mechanism of injury/disease):</p> <p><input type="checkbox"/> Slip, trip or fall <input type="checkbox"/> Sound & pressure <input type="checkbox"/> Biological factors <input type="checkbox"/> Hit by object <input type="checkbox"/> Body stressing (overuse etc) <input type="checkbox"/> Muscle stress other <input type="checkbox"/> Mental stress <input type="checkbox"/> Heat or cold <input type="checkbox"/> Radiation <input type="checkbox"/> Electricity <input type="checkbox"/> Chemicals & other Sub. <input type="checkbox"/> Vehicle accident <input type="checkbox"/> Other, please specify</p>
<p>Which of these agents contributed to the incident (Agent of injury/disease)?</p> <p><input type="checkbox"/> Machinery and fixed plant <input type="checkbox"/> Mobile plant and transport <input type="checkbox"/> Animal, human and biological agents <input type="checkbox"/> Materials and substances <input type="checkbox"/> Chemicals and chemical products <input type="checkbox"/> Powered equipment, tools and appliances. <input type="checkbox"/> Environment (soil, sticks, etc) <input type="checkbox"/> Non-powered hand tools, appliances and equipment (chair, hammer) <input type="checkbox"/> Other, please specify</p>

Please complete the following if you ticked 'Slip, trip or fall':	
Condition of floor/steps/ground (dry, loose.....)	<input type="checkbox"/> Slipped but did not fall
Type of footwear (boots, high-heels.....)	<input type="checkbox"/> Fall to ground from a height
Condition of soles (worn, good.....)	<input type="checkbox"/> Fall along the ground
At what speed were you moving (slow walk, fast walk.....)	<input type="checkbox"/> Fall down from ground level
What were you carrying at the time of the accident	<input type="checkbox"/> Fall up hill/stairs
<input type="checkbox"/> Fall down hill/stairs	
Please Note: Serious Bodily Injury is defined as an injury that (at any time) results in the injured person being admitted to hospital for an overnight stay. Further comment if required:	
Sketch if helpful or significant:	
For office use only	
<input type="checkbox"/> Injury	<input type="checkbox"/> Serious Bodily Injury* <input type="checkbox"/> Work caused illness <input type="checkbox"/> Dangerous event
Was injury or illness fatal	Yes/No
Notify the OHS	Yes/No Comment.....

PART 2 Investigation of Work Injury, Illness or Safety Problem

To be completed by the investigating manager

Problem or event described (facts after investigation):		
What was the person doing at the time of the incident		
Reconstruct the sequence of events that led to the incident:		
Name of witness/es (if appropriate)		
Factors that caused the incident: (eg. lack of eye protection, inappropriate footwear, lack of appropriate policies/training/supervision)		
Corrective Action: (controls to minimise risks)		
<p>Nominate the corrective action/s to minimise further risk. Explain the action.</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top; border: none;"> <input type="checkbox"/> Eliminate task or problem <input type="checkbox"/> Substitute (with less hazardous) <input type="checkbox"/> Engineering <input type="checkbox"/> Design or modify <input type="checkbox"/> Isolate (process or operator) <input type="checkbox"/> Ventilation (natural, exhaust, fan) <input type="checkbox"/> Administration <input type="checkbox"/> Reasonable supervision <input type="checkbox"/> Development of policies and procedures <input type="checkbox"/> Enforcement of existing policies and procedures <input type="checkbox"/> Work procedure (planned, followed, modified) <input type="checkbox"/> Job design/redesign or rotation <input type="checkbox"/> Purchasing controls/procedures <input type="checkbox"/> Training <input type="checkbox"/> Induction (local) <input type="checkbox"/> On-the-job <input type="checkbox"/> Off-the-job (Specify) <input type="checkbox"/> Planned context (task specific training) <input type="checkbox"/> Competencies assessed and planned <input type="checkbox"/> Record of training dates and signatures <input type="checkbox"/> Mechanical Assistance <input type="checkbox"/> Trolley <input type="checkbox"/> Wheels <input type="checkbox"/> Hand truck <input type="checkbox"/> Handles <input type="checkbox"/> Forklift <input type="checkbox"/> Flatbed trolley </td> <td style="width: 50%; vertical-align: top; border: none;"> <input type="checkbox"/> Personal Protective Equipment <input type="checkbox"/> Hearing <input type="checkbox"/> Laboratory coats <input type="checkbox"/> Respiratory <input type="checkbox"/> Overalls <input type="checkbox"/> Eye <input type="checkbox"/> Chemical overalls <input type="checkbox"/> Hand <input type="checkbox"/> Proper selection/fit <input type="checkbox"/> Foot <input type="checkbox"/> Cleaning, storage <input type="checkbox"/> Head <input type="checkbox"/> Proper training <input type="checkbox"/> Planation of selection, fit and maintenance <input type="checkbox"/> Other control (specify) Short term corrective action Long term corrective action </td> </tr> </table>	<input type="checkbox"/> Eliminate task or problem <input type="checkbox"/> Substitute (with less hazardous) <input type="checkbox"/> Engineering <input type="checkbox"/> Design or modify <input type="checkbox"/> Isolate (process or operator) <input type="checkbox"/> Ventilation (natural, exhaust, fan) <input type="checkbox"/> Administration <input type="checkbox"/> Reasonable supervision <input type="checkbox"/> Development of policies and procedures <input type="checkbox"/> Enforcement of existing policies and procedures <input type="checkbox"/> Work procedure (planned, followed, modified) <input type="checkbox"/> Job design/redesign or rotation <input type="checkbox"/> Purchasing controls/procedures <input type="checkbox"/> Training <input type="checkbox"/> Induction (local) <input type="checkbox"/> On-the-job <input type="checkbox"/> Off-the-job (Specify) <input type="checkbox"/> Planned context (task specific training) <input type="checkbox"/> Competencies assessed and planned <input type="checkbox"/> Record of training dates and signatures <input type="checkbox"/> Mechanical Assistance <input type="checkbox"/> Trolley <input type="checkbox"/> Wheels <input type="checkbox"/> Hand truck <input type="checkbox"/> Handles <input type="checkbox"/> Forklift <input type="checkbox"/> Flatbed trolley	<input type="checkbox"/> Personal Protective Equipment <input type="checkbox"/> Hearing <input type="checkbox"/> Laboratory coats <input type="checkbox"/> Respiratory <input type="checkbox"/> Overalls <input type="checkbox"/> Eye <input type="checkbox"/> Chemical overalls <input type="checkbox"/> Hand <input type="checkbox"/> Proper selection/fit <input type="checkbox"/> Foot <input type="checkbox"/> Cleaning, storage <input type="checkbox"/> Head <input type="checkbox"/> Proper training <input type="checkbox"/> Planation of selection, fit and maintenance <input type="checkbox"/> Other control (specify) Short term corrective action Long term corrective action
<input type="checkbox"/> Eliminate task or problem <input type="checkbox"/> Substitute (with less hazardous) <input type="checkbox"/> Engineering <input type="checkbox"/> Design or modify <input type="checkbox"/> Isolate (process or operator) <input type="checkbox"/> Ventilation (natural, exhaust, fan) <input type="checkbox"/> Administration <input type="checkbox"/> Reasonable supervision <input type="checkbox"/> Development of policies and procedures <input type="checkbox"/> Enforcement of existing policies and procedures <input type="checkbox"/> Work procedure (planned, followed, modified) <input type="checkbox"/> Job design/redesign or rotation <input type="checkbox"/> Purchasing controls/procedures <input type="checkbox"/> Training <input type="checkbox"/> Induction (local) <input type="checkbox"/> On-the-job <input type="checkbox"/> Off-the-job (Specify) <input type="checkbox"/> Planned context (task specific training) <input type="checkbox"/> Competencies assessed and planned <input type="checkbox"/> Record of training dates and signatures <input type="checkbox"/> Mechanical Assistance <input type="checkbox"/> Trolley <input type="checkbox"/> Wheels <input type="checkbox"/> Hand truck <input type="checkbox"/> Handles <input type="checkbox"/> Forklift <input type="checkbox"/> Flatbed trolley	<input type="checkbox"/> Personal Protective Equipment <input type="checkbox"/> Hearing <input type="checkbox"/> Laboratory coats <input type="checkbox"/> Respiratory <input type="checkbox"/> Overalls <input type="checkbox"/> Eye <input type="checkbox"/> Chemical overalls <input type="checkbox"/> Hand <input type="checkbox"/> Proper selection/fit <input type="checkbox"/> Foot <input type="checkbox"/> Cleaning, storage <input type="checkbox"/> Head <input type="checkbox"/> Proper training <input type="checkbox"/> Planation of selection, fit and maintenance <input type="checkbox"/> Other control (specify) Short term corrective action Long term corrective action	

Costs if helpful in justifying management action: **(to be calculated by appropriate administrative centre)**

<p>Estimate the costs associated with this event:</p> <p>Wages: \$</p> <p>Medical costs: \$</p> <p>Administrative time: \$</p> <p>Replacement costs: \$</p> <p>Material losses: \$</p> <p>Repairs: \$</p> <p>Other (please specify): \$</p> <p>Total: \$</p>	<p>Comment on cost if required:</p>
<p>Manager Name Position</p> <p>Date Signature</p>	
<p>Additional Investigation Details:</p>	
<p>Comments from:</p> <p>Investigating Manager</p> <p>Manager/Supervisor</p> <p>Workplace Health and Safety Officer</p> <p>Other</p>	
<p>Sketch here if applicable (after controls implemented)</p>	

Appendix N - 19 Emergency Message record List

Emergency Message Record List

This log is to be used by the Communications Officer during an emergency. All communications are to be logged, and handed to the Emergency Coordinator at the completion of the emergency.

Date: _____

Time:	Message from:
	Message:
Action Required	
Completed	Message Taken by:

Time:	Message from:
	Message:
Action Required	
Completed	Message Taken by:

Time:	Message from:
	Message:
Action Required	
Completed	Message Taken by:

Time:	Message from:
	Message:
Action Required	
Completed	Message Taken by:

Time:	Message from:
	Message:
Action Required	
Completed	Message Taken by:

Appendix N - 20 Emergency Contact Numbers

Emergency Contact Numbers

Emergency Service	Address	Phone
Police		000
Water police		000
Hospital	Darley Road, Manly Hospital	02 9976-9611
Doctor		
Fire Station		000
Bush Fire		000
Anti bush fire Arson		1 800 333 000
Ambulance		000 or 131233 Coordination Centre
DEC		02 89686303 Area Manager 02 9895-7698 Duty officer
Gas		131-909 (24 hours)
Water		132-090 (24 hours)
Electricity		131-388 (24 hours)
Mawland Contacts		02 9437-0277
Other community bodies		

Appendix N - 21 Emergency Evacuation Trial Checklist (Observer)

Emergency Evacuation Trial Checklist

Building name: _____

Building number: _____

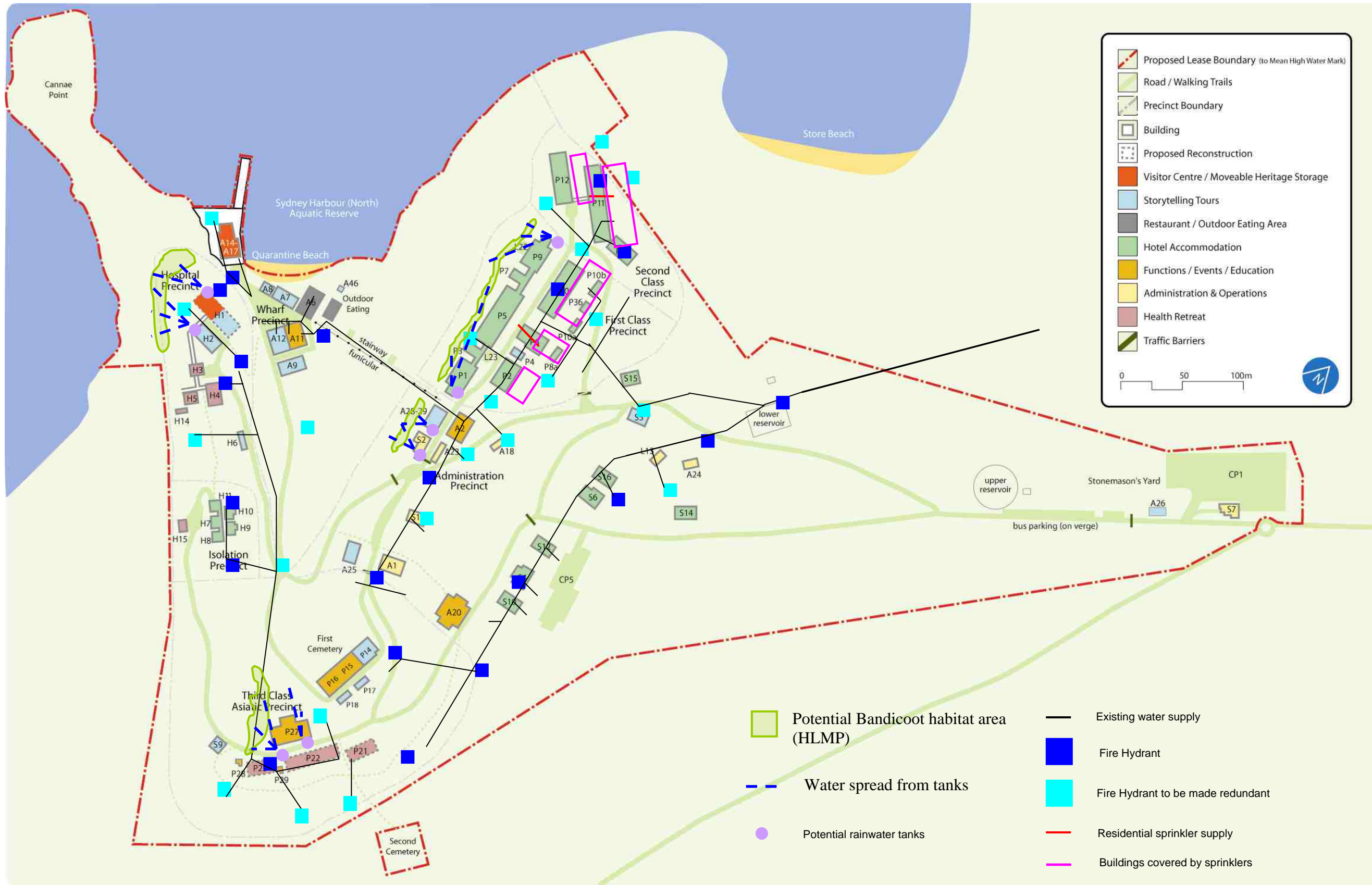
Date: _____

PROCEDURES	TIME
Alarm raised	
Wardens respond	
Emergency assessed	
Evacuation commenced	
Wardens report to Chief Warden	
Wardens check building exits are covered	
Wardens arrive at assembly points	
Evacuation complete	
Emergency declared over	

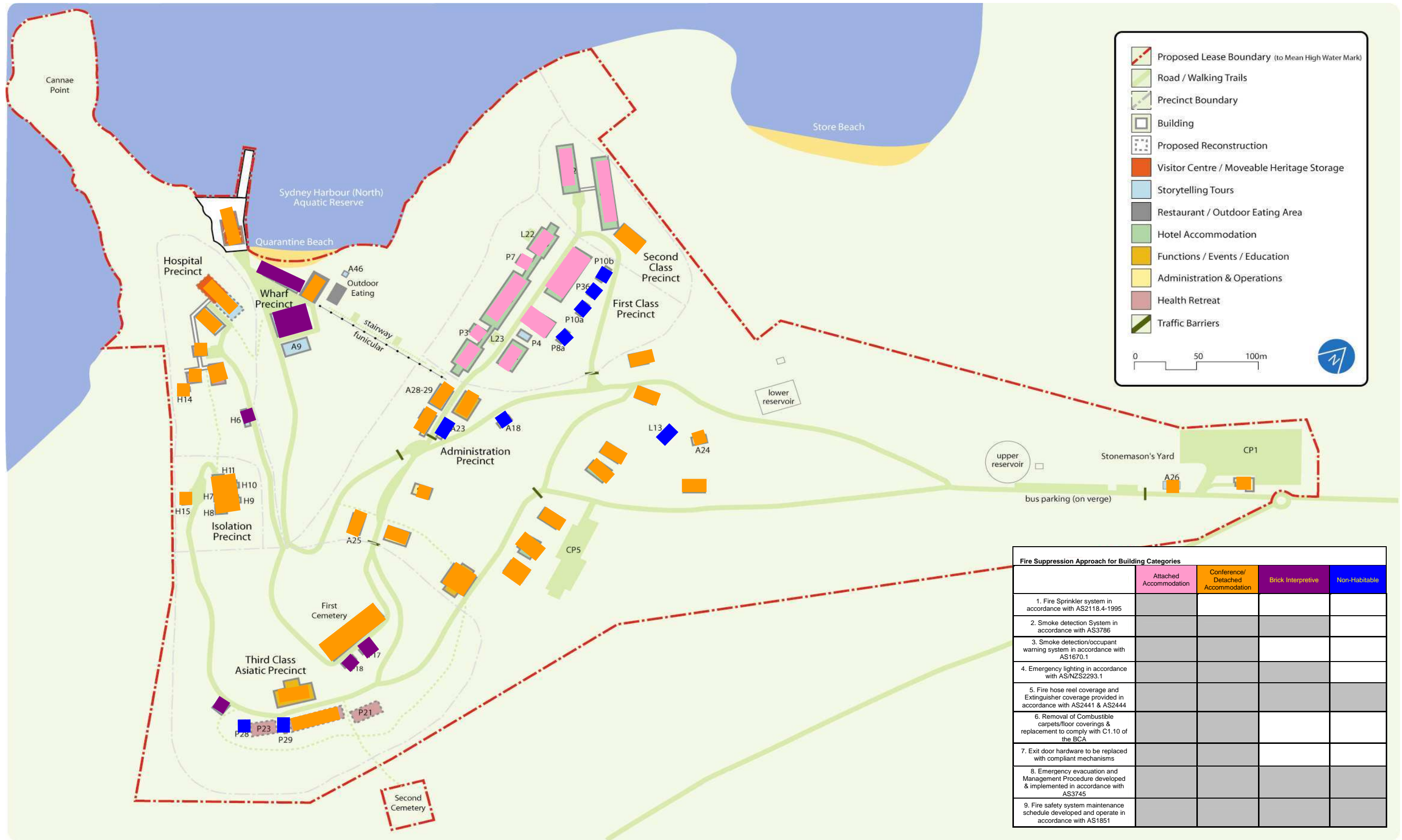
Comments

Appendix N - 22 Site Maps

Water supply reticulations and fire suppression measures



Fire suppression approach measures



Appendix O – Approvals



**NSW
NATIONAL
PARKS AND
WILDLIFE
SERVICE**

NPWS is part of
the Department of
Environment and
Conservation

ABN 30 841 387 271

Mr Max Player
Principal
Mawland Hotel Management Pty Ltd
45 Hume St
CROWS NEST NSW 2065

Attn: Mr Simon McArthur

Dear Mr Player

Re: Approval of the Visitor Management Plan

I am please to advise you that I, on behalf of the Department of Environment and Conservation, have approved the Visitor Management Plan for the North Head Quarantine Station Conservation and Adaptive Reuse Project.

The Department has forwarded the Visitor Management Plan to the Department of Infrastructure, Planning and Natural Resources for approval. Once approved, Siân Waythe, Quarantine Station Environment Manager, will advise you on the requirements for document production and dissemination. She may contacted on 9977 6102.

Yours sincerely

**DR TONY FLEMING
Head, National Parks and Wildlife
Deputy Director-General
Department of Environment and Conservation**

13/7/5

43 Bridge Street
PO Box 1967
Hurstville NSW
1481 Australia
Tel: (02) 9585 6444
Fax: (02) 9585 6555
www.nationalparks.nsw.gov.au

**NORTH HEAD QUARANTINE STATION CONSERVATION AND ADAPTIVE REUSE –
APPROVAL OF THE VISITOR MANAGEMENT PLAN**

TRIM No: DOC05/10394 – Electorate – Manly – MP – David Barr

ISSUE

Approval of the Visitor Management Plan for the North Head Quarantine Station Conservation and Adaptive Reuse Project.

BACKGROUND

The North Head Quarantine Station Conservation and Adaptive Reuse Project was approved on 23 December 2003. The Department of Environment and Conservation (DEC) and its intended lessee, Mawland Hotel Management Pty Ltd (Mawland), are co-proponents for the project.

Conditions arising from the approval required the co-proponents to prepare an Access Strategy (Condition 118), a Security Plan (Condition 116) and an Emergency and Evacuation Plan (Conditions 9e and 205).

Mawland has elected to roll these three plans into a Visitor Management Plan. The reason being that all plans concern the management of visitors at the site. The Visitor Management Plan was prepared by Mawland and their consultants.

CURRENT POSITION

The Visitor Management Plan requires the approval of both the DEC and the Department of Infrastructure, Planning and Natural Resources (DIPNR). The original copy of the plan, for signing, is provided in Appendix 1. Officers from both departments have reviewed the plan and support its approval.

In addition, the NSW Heritage Office's Heritage Adviser to the project has reviewed the Security Plan component. Consultation occurred with the NSW Heritage Council, Manly Council and the State Transit Authority in drafting the Access Strategy component. The NSW Ambulance Service, NSW Police and NSW Fire Brigades were consulted during the drafting the Emergency and Evacuation Plan component. The Visitor Management Plan was presented to the Quarantine Station Community Committee for review on 18 January 2005.

The Visitor Management Plan is presented for approval by the Deputy Director-General, Parks and Wildlife Division, DEC. If approved, the plan will be forwarded to the DIPNR approval. A letter to DIPNR on this matter has been drafted (Appendix 2).

Mawland will be advised of DEC's approval of the plan by letter (Appendix 3).

RECOMMENDATION

It is recommended that the Deputy Director-General, Parks and Wildlife Division, DEC:

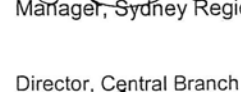
1. Approve the Visitor Management Plan fulfilling DEC's obligations under Conditions 9e, 117, 188 and 205.
2. Sign the attached letter to DIPNR requesting their approval of the Visitor Management Plan.
3. Sign the attached letter to Mawland advising of DEC's approval of the Visitor Management Plan.

Siân Waythe
5th May, 2005


Area Manager, Harbour North Area

 2/06/05
Manager, Sydney Region

Director, Central Branch

 Bob Conroy 7/7/05. Lendensed.

Deputy Director-General

 14/7/05



Department of
Infrastructure, Planning and Natural Resources

Contact: Evelyn Hendieh
Phone: 9228 6574
Fax: 9228 6540
Email: evelyn.hendieh@dipnr.nsw.gov.au

Dr Tony Fleming
Head, National Parks and Wildlife
Deputy Director-General
Department of Environment and Conservation
PO Box 1967
HURSTVILLE NSW 2220

Our ref: **S03/02756/2**

Att: Ms Siân Waythe

Dear Dr Fleming

Subject: North Head Quarantine Station - Conditions 118 and 191 – Visitor Management Plan and Environmental Management Plan

I refer to your letter dated 13 July 2005 seeking approval for the reports listed below, submitted to the Department of Infrastructure, Planning and Natural Resources in accordance with Conditions 118 and 191-195 of the North Head Quarantine Station consent:

1. *Visitor Management Plan*, prepared by Mawland Hotel Management Pty Ltd and dated March 2005; and
2. *Environmental Management Plan*, prepared by Department of Environment and Conservation (NSW) and dated May 2005.

The documents have been reviewed and you are advised that the approval of the Director, Urban Assessments, Office of Sustainable Development Assessment and Approvals, has been granted in accordance with Conditions 118 and 191 of the North Head Quarantine Station consent.

Should you have any inquiries relating to this matter, please contact Evelyn Hendieh on 9228 6574 or email evelyn.hendieh@dipnr.nsw.gov.au.

Yours sincerely,


Evelyn Hendieh 10/8/05
Environmental Planner
Urban Assessments

Office of Sustainable Development Assessment and Approvals
23-33 Bridge Street Sydney NSW 2000 GPO Box 39 Sydney NSW 2001
Telephone (02) 9228 6111 Facsimile (02) 9228 6191 DX 10181 Sydney Stock Exchange Website www.dipnr.nsw.gov.au