



10.1 IMPLEMENTATION : PREAMBLE

The NPWS Brief requirements for the Plan's Statement of Implementation Strategy and 'Actions' reads as follows:

Refer
Section 9.0
Policy Recommendations

'... The conservation policies will need to be translated into general as well as site specific actions organised in order of priority within given time frames which can be incorporated into other District operational planning documents and guide more detailed conservation plans. General strategies and actions should be set out in 1, 3 and 5 to 10 year time frames with a section outlining ongoing cyclical maintenance works. This[implementation] strategy should also outline the various conservation actions and nominate who will be responsible for their implementation'

The following program for phased strategy implementation responds to the NPWS Brief; and is set out in alignment with the Plan's conservation policy recommendations at **Section 9.0** above. Three 'time frames' only have been addressed: the **immediate** [one year] program; the **intermediate** [two to three year program]; and the **long term** [five to ten year] program. For each issue, the **policy strategy** is stated, followed by the implementation recommendations to achieve that strategy.

10.2 IMPLEMENTATION : OBJECTIVES OF THE STRATEGIES

Refer
Section 2.0
Executive Summary

The overall objectives for the implementation of the Conservation Management Plan derive from this Plan's primary conservation policy recommendations, and are as follows:

- That the Quarantine Station should be conserved and managed by NPWS in accordance with its outstanding significance as a place that retains and evokes powerful cultural meanings for a large number of indigenous, resident and newly-arrived Australians.
- That the natural features, cultural features and ambience of NHQS should remain accessible to the local, State, National and international community.
- That the NPWS, as manager, should be primarily focussed on the conservation and public presentation of the place, and ensure that the requisite skills for this task are available.
- That the NPWS should ensure that the values expressed in the statement of cultural significance will be retained and that the natural resources, historic fabric, artefacts, sites and meanings of the place, which are essential to the interpretation of its outstanding significance, will be conserved.
- That the management of the Quarantine Station by NPWS should maintain an appropriate level of community representation and public access, compatible with the objectives of protecting and



interpreting its many layers of significance and efficiency in accordance with prevailing State Government policy requirements.

- That the Aboriginal, European / Asian and Natural heritage values of the Quarantine Station, which are integrally related to the values of North Head as a whole, should be seen in that context. Conservation and management planning for the Quarantine Station should be undertaken in conjunction with planning for North Head as a whole.
- That all periods of quarantine use should be respected, and that the conservation approach for fabric of any given period should not diminish the significance or ability to interpret the fabric of other periods and the evolution of the place over time. On balance, the station should reflect, as closely as is feasible, its form and appearance as it was in its final form in 1984; and
- That more detailed supplementary conservation documents [such as discrete conservation plans] for each functional area of the station, and for major buildings and building groups should be developed and that such supplementary conservation documentation should be consistent with the significance assessment and policy recommendations provided within this Conservation Management Plan.

10.3 IMPLEMENTATION : IMMEDIATE [ONE YEAR] PROGRAM

Adopt this Conservation Management Plan as the policy basis for the conservation management of the North Head Quarantine Station.

Undertake urgent building stabilisation and maintenance works.

The buildings and sites comprising the Quarantine Station range from good to poor condition. There is a maintenance backlog on many buildings which has led to deteriorating condition, and many sites [especially the inscriptions] are in varying degrees of deterioration through weathering. The condition of the place does not severely diminish its significance or limit its capacity to be used to interpret its stories. It does, however, emphasise the need for a number of policies and implementation strategies to improve regular maintenance and monitoring of condition and threats to elements of the place.

Substantial conservation works, often with 'one off' grant funding, have been completed by NPWS, for example, to the Asiatics block; the First Class ablutions; and the First Class accommodation buildings. There is a need to undertake an urgent [one year] program to severely deteriorated building and site element fabric. The NPWS holds scopes of works, for most of the Quarantine Station buildings, pending available funding.

Refer
Section 9.4
Conservation Practices Policy No. 16
Condition of Fabric



Prepare a Moveable Heritage Plan in order to provide protection for NHQS heritage objects and moveable heritage under threat because of lack of adequate [environmental controlled] storage; lack of adequate inventory date; lack of security; etc.

The artefact collections housed at the Quarantine Station are housed in a number of locations, with many being housed in buildings A20, A2 and H15. With the exception of one building [H15], these repositories are inadequate for artefact storage, and the condition of the artefact collections are deteriorating significantly. The management and housing of the station's artefact collections needs to be addressed as an immediate one year program.

Refer

Section 9.4

Conservation Practices Policy No. 9
NPWS Heritage Objects and Moveable Heritage

The required tasks of the **Moveable Heritage Plan** are set out in the policy recommendations for Moveable Heritage, refer **Section 9.4** above. A **primary** recommendation is that the Plan requirements conform to Australia ICOMOS Burra Charter principles; and to NSW Heritage Council requirements.

Prepare a Fire Management and Use Plan

Refer

Section 9.4

Conservation Practices Policy No. 11
Fire Management and Use Plan

The Plan should provide for the controlled use of fire to enhance and maintain biodiversity; for the protection of NHQS Study Area buildings/site elements from fire, and for hazard reduction within the Study Area specifically.

Maintain security over the site

Refer

Section 9.4

Conservation Practices Policy No. 12
Security Arrangements

Maintain and upgrade existing security arrangements and/or instigate additional security arrangements, appropriate to the uses of the place, that enable 24 hour security.

Undertake the preparation of an *Interpretation Plan*, for implementation within a two to three year time frame, for the site as a whole.

Refer

Section 9.6

Access and Interpretation Policy No. 2
Interpretation Plan for NHQS

The required tasks of the Interpretation Plan are set out within the policy recommendations, refer **Section 9.4** above. A **primary** recommendation is to be informed by the **NPWS Interpretative Policy Guidelines**. The Interpretation Plan would be based on the information contained within this Conservation Management Plan; in the considerable amount of primary and secondary source material relating to NHQS [previous studies, historical information, etc]; and on previous interpretation plans produced for NPWS, e.g. 1997 *Building Presentation Plan* for NHQS.¹

¹ NPWS, *Building Presentation Plan*, Maisy Stapleton Projects, 1997



Liaise with the MLALC in the preparation of an Aboriginal Interpretation Plan for implementation within a two or three year time frame for the NHQS; the adjoining North Head property; and the Heads generally

Refer
Section 9.3
General Conservation Policy No. 9
Interpretation of Aboriginal Heritage

The MLALC propose to develop and run an interpretative program which will provide an Aboriginal view of Aboriginal history as it relates to North Head and Port Jackson. NPWS to liaise with MLALC and assist in the preparation of the Aboriginal Interpretation Plan.

NPWS to undertake the curatorial overhaul of the NHQS Resource Room

Refer
Section 9.9
Documentation, Monitoring and
Review Policy No. 1
NPWS Resource Room

Files should be maintained at the Quarantine Station for each building and site, arranged within each area of the station for easy reference. New information, such as documentary, oral or physical information, and records of works carried out should be attached to the file as copies of documents, notes for file, or references to the location of related documents, objects, photos etc. The existing Resource Room at NHQS should be properly managed and curated. These tasks need urgent implementation as the valuable resources of the Resource Room are being compromised because of lack of adequate staff resources. There is no specific requirement that the Resource Room be retained in its current location.

Continue liaison with the Metropolitan Local Aboriginal Council and other Aboriginal organisations. This liaison should encompass Aboriginal interpretative programs and use of the Aboriginal sites database

Refer
Section 9.3
General Conservation Policy No. 7
Aboriginal Consultation

Refer
Appendix E
Dr Laila Haglund
Framework to Consultation

The *NPWS Aboriginal consultation : Policy and Procedures* [1989 and currently being revised] are to be followed by the NPWS [and any agent or contractors lessees] in relation to the Quarantine Station site. A 'Framework of Consultation' has been prepared as part of this consultancy and should be pursued by the Service. The 'database' of NHQS Aboriginal sites prepared as a basis for 'internal' use by the NPWS and the MLALC should be actively pursued and expanded. The MLALC should be encouraged to develop programs to provide an Aboriginal view of Aboriginal history with respect to North Head, and Port Jackson generally.

Provide security for threatened species of flora and fauna within the NHQS Study Area

Refer
Section 9.4
Conservation Practices Policy No. 5
Recovery Plans

NPWS to complete and implement the Recovery Plan for the endangered Little Penguin population at Manly; complete and implement the Recovery Plan for the Long-nosed Bandicoot, North



Head; prepare and implement the Recovery Plan for the Camfields Stringybark species; the Powerful Owl; and for *Acacia terminalis ssp terminalis*. This work should be pursued as a high priority.

Refer

Section 9.4

Conservation Practices Policy No. 5
Recovery Plans

Establish baseline data for biodiversity [flora and fauna] and geodiversity, to enable future management and use impacts to be assessed

NPWS to undertake or direct research to 'fill in the gaps' with respect to current biodiversity data. The precautionary approach will be adopted in relation and particularly for threatened species. NPWS to set out precautionary guidelines for development works, however minor, to protect geodiversity; particularly highly erodible soils [such as dune sands] and the natural springs of the Study Area.

Refer

Section 9.3

General Conservation Policy No. 3
Quarantine Station and the Former North Head Defence Property

The NPWS should undertake discussions with the present and future managers of the North Head Defence Property [the Department of Defence and the Interim Sydney Harbour Federation Trust] regarding mutual conservation and management outcomes for the two properties [both of which were part of the Quarantine Station Reserve]

The NPWS should, on endorsement of this Conservation Management Plan, advise the Department of Defence and the ISHFT of this Plan's recommendations; and of the Environmental Impact Statement's preparation, in order to promote development of mutual conservation and management outcomes for the two properties.

Refer

Section 9.3

General Conservation Policy No. 2
North Head Conservation and Management

The NPWS should continue to participate within an appropriate North Head planning committee to:

- **provide a forum for solving conflicts of interest between North Head property managers;**
 - **to promote the conservation of the Aboriginal, cultural and natural significance of the place;**
 - **to provide for addressing land degradation problems within North Head; and**
 - **encourage the preparation of a Master Plan for North Head**
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Refer

Section 9.9

Documentation Monitoring and Review Policy No. 3
Visitor/Use Levels and Fabric Condition

NPWS and/or lessee [as appropriate] to prepare a visitor/use assessment for the NHQS Study Area. The assessment to examine the context, the identification, evaluation and limiting of risk [to NHQS fabric]; and the monitoring of risk

NPWS and/or lessee [as appropriate] make contact with Cultural Research Centre for Sustainable Tourism; and devise, implement and report on the visitor/use assessment. Such assessment to be incorporated into a **NHQS Access Plan**.



Refer
Section 9.3
General Conservation
Policies No. 4 and 5
NPWS as Manager and Custodian

NPWS to ensure that all conservation, management and interpretation activities accord with the endorsed NHQS Conservation Management Plan; and threat the roles of NPWS [as manager] and/or lessee [as appropriate] are not in conflict.

10.4 IMPLEMENTATION :
INTERMEDIATE [TWO TO THREE YEAR PROGRAM]

NPWS and/or lessee [as appropriate] to undertake discrete conservation documentation for intended building/site element works or other fabric limitations.

Refer
Section 3.4
Conservation Practices Policy 16
Restoration of Fabric

This Conservation Management Plan sets out comprehensive requirements and guidelines for the restoration and/or reconstruction of buildings and site elements. Restoration or reconstruction of components of the place, including new paint schemes and internal reconstruction, to a well documented earlier form may be acceptable for clearly stated interpretative purposes, but the overall impression of the Station should be one reflecting its final form in 1984. The changes made to the place since 1984 are as far as feasible considered to be of little or no significance, and the removal of any constructions or works created since that date should be considered, if appropriate.

The preparation of supplementary conservation documents will be required if restoration or reconstruction proposals proceed. These supplementary conservation documents may include site, building or area-specific conservation plans, conservation implementation strategies specific to the building or area, or conservation guidelines to assist in appropriate practices consistent with established policies and implementation strategies.

Refer
Section 9.4
Conservation Practices Policy 3
Infrastructure Control Plan

The Infrastructure Control Plan will be prepared by the NPWS and/or lessee [as appropriate] to document the upgrading or replacement of services [water supply, sewerage, roads and electricity]; and the minimisation of siltation and nutrients entering the NHQS water courses and/or Marine Precinct; and any other relevant matters.

The Infrastructure Control Plan should be guided by previous NHQS, by DUAP guidelines; and by other available guidelines, such as the Sydney Northern Beaches Stormwater Management Guidelines.

Refer
Section 9.6
Access and Interpretation
Policy No. 2
Interpretation Plan for NHQS

Undertake the implementation of the Interpretation Plan

It is recommended that the Interpretation Plan be implemented gradually so that its performance and appropriateness can be tested empirically.



Refer

Section 9.9

Documentation, Monitoring and Review Policy No.3
Visitor/Use Levels and Fabric Condition

Prepare and implement the Visitor/Use Plan

Implementation of the first stage of the Plan will involve the remediation of areas/building fabric damaged by past uses and site usage; and the preparation for expected usage.

Undertake the strategy for inscriptions

The inscriptions should be preserved and documented. Reconstruction, by re-inscription of original inscriptions or re-painting of surfaces, is generally not considered to be an appropriate conservation approach, though in specific cases it might be determined to be appropriate.²

Refer

Section 9.4

Conservation Practices Policy No.10
Inscriptions

Implement the first phase of the Moveable Heritage Plan

The first phase of Implementation Plan should be devoted to those Moveable Heritage Items most at risk.

Refer

Section 9.4

Conservation Practices Policy No. 9
NPWS Heritage Objects and Moveable Heritage

Preparation of Public Access Plan

Public access should be planned and modified within this period. Access should be related to changing uses and the state of development of the interpretations programs, parking and traffic management programs, and water access program.

Refer

Section 9.6

Access and Interpretation Policy No. 1
Public Access

Implement the Archaeological Management Plan

An **Archaeological Management Plan** has been prepared for the Quarantine Station, refer **Appendix F**. This Plan has been prepared in accordance with the guidelines from the NSW Heritage Council as a high priority. The Plan identifies the location of known and predicted archaeological evidence and its significance and identify appropriate strategies for the management of archaeological evidence including assessment of proposed work activities, monitoring short and long term impacts on sites, interpretation of archaeological evidence *in situ*, and sampling management of artefact collections and archaeological data.

Refer

Section 9.8

Archaeological Evidence Policy No. 5
Archaeological and Management Plan

² Note that the NPWS has completed substantial documentation of the inscriptions since 1984 [Thorp et al, 1984, etc]. Note also that a trial documentation of inscriptions has recently been carried out at The Old Mans Hat and the Wharf area which could serve as a documentation model [NPWS, Lambert Report, 1996].



Refer
Section 9.4
Conservation Practices Policy No. 6
Bush regeneration

Implement both regeneration and associated weed control

Undertake the first phase of bush regeneration by prohibiting the introduction of exotic or native plants, animals, soil, sand and building materials; and actively encourage the regeneration of bush areas.

Refer
Section 9.3
General Conservation Policy no. 12
The Aquatic Reserve

The monitoring of the NHQS Marine Precinct [NSHAR]

The NPWS should work closely with the NSW Fisheries the appropriate North Head Master Plan Committee to monitor commercial fishing activities in the Reserve and to ensure the protection of the Aquatic Reserve. NPWS should discourage all activities in the immediate vicinity of the Quarantine Station that could have a negative impact on the Marine Precinct within the Reserve.

Refer
Section 9.4
Conservation Practices No. 4
Flora and Fauna Conservation

Preparation and implementation of [Native and Exotic] Flora and Fauna Guidelines and Programs

The NPWS will prepare guidelines and programs for the protection of native flora and fauna [in addition to specific Recovery Plans]; and for the design and management of works, including landscape management, to ensure that exotic or new native species are not introduced to the place.

10.5 IMPLEMENTATION : LONG TERM [FIVE TO TEN YEAR]PROGRAM

Review of this Conservation Management Plan

Refer
Section 9.9
Documentation, Monitoring and
Review Policy No. 4
Review

NPWS should undertake the review [after five years] of this Conservation Management Plan, and subsequent approval of the reviewed document by the NPWS Director General, and endorsement by the NSW Heritage Council.

Refer
Section 9.3
General Conservation Policy No. 11
Scientific Research

Undertake the identified scientific research tasks

NPWS and/or lessee [as appropriate] to implement study program for the identified scientific research tasks.

Refer
Section 9.4
Conservation Practice Policy No. 15
Research and Survey

Undertake the identified general research tasks

NPWS and/or lessee [as appropriate] to implement study program for the identified general research tasks.



Refer
Section 9.4
Conservation Practices Policy No. 16
Conservation of Fabric

Completion of the majority of the conservation programs, and the implementation of maintenance cycles

Within this period undertake the majority of the conservation programs for natural and built fabric heritage [including site element restoration and reconstruction].