

## Safety and Risk Management Procedures for Programs at the Q Station

<b>Venue name</b>	<b>Historical Quarantine Station / Q Station</b>		
<b>Location</b>	<b>North Head Scenic Drive, Manly NSW 2095</b>		
<b>Phone number</b>	02 9466 1565	<b>Tour Reservation email</b>	toursdesk@qstation.com.au
<b>Web address</b>	www.qstation.com.au		
<b>Insurance</b>	<i>Does the venue have public liability cover? Yes</i>		

The Quarantine Station Site is a historical site in a National Park now run as Q Station – Sydney Harbour National Park, a hotel, conference and event centre. It consists of 30 hectares with 65 original buildings. The best way to experience the wonder, mystery, and beauty of this site is by discovering it on foot! We encourage physical engagement with the site by walking it, through participation in hands-on activities and free play, including on Quarantine Beach.

Management of tours has been included in the site's emergency response procedures. Management training and competency includes:

- Q Station Training & Experience
- Emergency Evacuation Training
- Working with Children Checks
- Child Safe Training
- Q Station Duty Managers are First Aid trained

The following risk management procedures have been grouped into:

- Hazards for Visitors / Guests
- Hazards to Property and Cultural Values
- Hazards to Natural Areas
- Hazards to Health and safety

For the purpose of this document, tour visitors or guests refer to individuals who have a tour booking and visitors refer to all visitors coming onsite to Q Station

## Risk Management Assessment and Control Strategies for Guided Activities

### Hazards for Visitors / Guests

Situation List the details of the activity, event or task	Anticipate What could go wrong?	Find out What current controls are in place?	Risk rating	Eliminate or control What else can be done to control this risk?	Residual risk rating	Talk to others Controls to be actioned by who?	You When do you need to review the control?
Embarking on /disembarking from ferry or private vessel at Q Station wharf. <i>(currently closed to public ferries, refers to privately organised transport)</i>	Guests don't follow instructions or signage and have an accident.	<ul style="list-style-type: none"> <li>Pre-approved groups allowed only</li> <li>Staff and ferry crew will assist with the safe loading/offloading of passengers.</li> <li>Guides will instruct guests to walk on defined walk way.</li> </ul>	4	<ul style="list-style-type: none"> <li>Ensure all ferry staff and teachers/supervising adults are aware of the instructions for current controls</li> </ul>	6	Tour guides Q Station guests Tours Manager Tours Supervisor Ferry crew (when arriving/departing on the ferry)	On arrival at and departure from site
The site is a historical site within a National Park; it is a natural environment with plant and wildlife, aging buildings, uneven walking surfaces and some reasonably steep hills.	Fatigue from negotiating hills and stairs	<ul style="list-style-type: none"> <li>Tour participants should expect to walk up &amp; down hills or stairs and ramps for some of their visit and should come prepared with appropriate walking shoes, clothing and water.</li> <li>Tour organiser to complete details booking form of anyone in their group has special needs, especially regarding mobility.</li> </ul>	5	<ul style="list-style-type: none"> <li>Organiser to ensure guests have adequate water/enclosed shoes prior to leaving school/meeting</li> </ul>	5	Teachers & Supervising Adults Tours Manager Tours Supervisor Education Guides Tours Reservations team	Before the tour During the tour
	Slipping or tripping on stairs, loose gravel, uneven road surfaces, or in gutters	<ul style="list-style-type: none"> <li>Q Station guides discuss potential risks with guests at the beginning of the tour.</li> <li>Guests are instructed to walk with/behind their</li> </ul>	3	<ul style="list-style-type: none"> <li>Teachers to alert students &amp; prepare them for this aspect of the visit</li> <li>Signage throughout site to inform of slip hazards and</li> </ul>	5	Guides Teachers & Supervising Adults Guide leaders	Before the visit During the visit

Please note that the information provided is current as of March 2025. It has been provided by North Head Sydney Trust (Q Station) to assist relevant persons in their risk management planning for visiting the Quarantine Station. Additional information can be provided upon request.

<b>Situation</b> List the details of the activity, event or task	<b>Anticipate</b> What could go wrong?	<b>Find out</b> What current controls are in place?	Risk rating	<b>Eliminate or control</b> What else can be done to control this risk?	Residual risk rating	<b>Talk to others</b> Controls to be actioned by who?	<b>You</b> When do you need to review the control?
		<p>guide while moving as a group on roads.</p> <ul style="list-style-type: none"> <li>• Visitors are split into smaller groups, supervised by Q Station staff and accompanying adults.</li> <li>• Guides use group management skills to manoeuvre group safely around site avoiding potential hazards.</li> <li>• Important points about safety and safe conduct are repeated by Guides throughout the visit to the site</li> </ul>		uneven road/ground coverings			
	Sun and weather exposure	<ul style="list-style-type: none"> <li>• Programs at Q Station are primarily out of doors.</li> <li>• Tour Visitors should have hats, sunscreen, closed-toed shoes and appropriate clothing for the weather.</li> <li>• In case of weather conditions, staff will alter the program for the safety and comfort of the students.</li> <li>• Unless there is risk of severe weather, the program will go ahead. Therefore, guests should</li> </ul>	4	<ul style="list-style-type: none"> <li>• Guests to prepare for this aspect of the visit prior to arrival</li> <li>• Hats, sunscreen and ponchos available for purchase</li> <li>• Confirmation email sent reconfirms this advice</li> <li>• Shade to be used/indoor buildings in case of sun/rain</li> </ul>	6	Tour Guides Tours Manager Tours Supervisor Guests	Before the tour  During the tour

Please note that the information provided is current as of March 2025. It has been provided by North Head Sydney Trust (Q Station) to assist relevant persons in their risk management planning for visiting the Quarantine Station. Additional information can be provided upon request.

<b>Situation</b> List the details of the activity, event or task	<b>Anticipate</b> What could go wrong?	<b>Find out</b> What current controls are in place? Risk rating	<b>Eliminate or control</b> What else can be done to control this risk? Residual risk rating	<b>Talk to others</b> Controls to be actioned by who?	<b>You</b> When do you need to review the control?
	Violent storm activity / inclement weather	<p>come prepared for weather conditions.</p> <ul style="list-style-type: none"> <li>Assessment made by Q Staff as to whether to continue activity.</li> <li>If lightning seen in vicinity, fire danger or flooding predicted, activity is adapted or postponed</li> <li>Cancellation of tour only occurs in extreme cases.</li> </ul>	<p>4</p> <ul style="list-style-type: none"> <li>Monitor BOM alerts and advice</li> </ul>	<p>6</p> <p>Tours Manager Tours Supervisor Teachers &amp; Supervising Adults Education Guides Duty Manager</p>	<p>Before the tour During the tour</p>
	Hunger & dehydration	<ul style="list-style-type: none"> <li>Some of the tours involve substantial walking. Guests are advised to bring water as required.</li> <li>Guests may also bring snacks/drinks on the tour if required.</li> </ul>	<p>5</p> <ul style="list-style-type: none"> <li>Q Station cafe on site for guests during day. Reception has snacks and drinks for after hours replenishment</li> </ul>	<p>6</p> <p>Guides Guests</p>	<p>Before the tour During the tour</p>
	Exposure to bush and natural environment – spiders, ticks, snakes	<ul style="list-style-type: none"> <li>Guests are introduced to the Q Station as a natural environment and advised of the possible related risks, including spiders, ticks and snakes.</li> <li>Tour visitors are advised to stay with their guide and on designated roads &amp; pathways at all times.</li> <li>Visitors are advised not to enter the bush or sit in areas with long grass</li> </ul>	<p>3</p> <ul style="list-style-type: none"> <li>Be aware of poisons hotline number: 13 11 26</li> <li>Tick removal spray located at Q Station reception</li> <li>First aid kits located throughout site</li> </ul>	<p>6</p> <p>Guides Teachers &amp; Supervising Adults Guests</p>	<p>Before the tour During the tour</p>

Please note that the information provided is current as of March 2025. It has been provided by North Head Sydney Trust (Q Station) to assist relevant persons in their risk management planning for visiting the Quarantine Station. Additional information can be provided upon request.

<b>Situation</b>	<b>Anticipate</b>	<b>Find out</b>		<b>Eliminate or control</b>		<b>Talk to others</b>	<b>You</b>
List the details of the activity, event or task	What could go wrong?	What current controls are in place?	Risk rating	What else can be done to control this risk?	Residual risk rating	Controls to be actioned by who?	When do you need to review the control?
		<ul style="list-style-type: none"> <li>Proper clothing should be worn including closed-toe walking shoes</li> </ul>					
Exposure to bush and natural environment – dust & allergens		<ul style="list-style-type: none"> <li>Some people may experience an allergic or asthmatic reaction to the dust and pollen onsite and should be prepared for this possibility.</li> <li>Organising guests should inform the Tour Reservation team at time of booking or guide before the tour of any guests with special needs.</li> </ul>	3	<ul style="list-style-type: none"> <li>Bring first aid kit with appropriate items for individuals' needs</li> </ul>	5	Tour organiser Tour Reservation team Tours Manager Tours Supervisor	Before the tour During the tour
Drowning		<ul style="list-style-type: none"> <li>Quarantine Beach is a public, harbour beach with no life guard or shark net; young guests should be supervised adults at all times</li> <li>Only guests who are confident swimmers to enter the water, visitors swim at their own risk</li> <li>Guests should be instructed to stand away from edges of wharf jetty</li> </ul>	3	<ul style="list-style-type: none"> <li>Signage is throughout site that this is a non-patrolled beach.</li> <li>Life rings around the wharf</li> <li>Staff in visitor centre trained on first aid</li> </ul>	4	Supervising adults	Before the tour During the tour
Other Incidents		<ul style="list-style-type: none"> <li>Guides carry mobile phones and/or 2-way radios to request assistance as needed.</li> </ul>	4	<ul style="list-style-type: none"> <li>Visitors to be aware of safety precautions and emergency procedures</li> </ul>	6	Guides Tours Manager Tours Supervisor Duty Manager	Before the tour During the tour

Please note that the information provided is current as of March 2025. It has been provided by North Head Sydney Trust (Q Station) to assist relevant persons in their risk management planning for visiting the Quarantine Station. Additional information can be provided upon request.

<b>Situation</b>	<b>Anticipate</b>	<b>Find out</b>	<b>Eliminate or control</b>	<b>Talk to others</b>	<b>You</b>		
List the details of the activity, event or task	What could go wrong?	What current controls are in place?	Risk rating	What else can be done to control this risk?	Residual risk rating	Controls to be actioned by who?	When do you need to review the control?
		<ul style="list-style-type: none"> <li>Tours Manager and/or Duty Manager, are on-call as needed</li> <li>Q Station staff regularly monitor the site and all materials to ensure the safety of visitors.</li> </ul>		<ul style="list-style-type: none"> <li>Guides use group management skills to manoeuvre group safely around site avoiding potential hazards.</li> <li>Important points about safety and safe conduct are repeated by Guides throughout the visit to the site</li> </ul>		Teachers & Supervising Adults	
Impact of tour experience	People experiencing intense emotions from tour experience	<ul style="list-style-type: none"> <li>Stories of sickness and death may provoke reactions.</li> <li>These experiences are most likely to occur on Ghost Tours, but also possible on history tours.</li> <li>Guides will monitor the group's reaction and modify the tour accordingly</li> <li>Tour visitors should check and discuss content with the tour team or guide beforehand if they have concerns or questions.</li> </ul>	6	<ul style="list-style-type: none"> <li>Guide to have brief warnings before displaying any pictures/telling stories which may be more impactful, while remaining age appropriate for the group</li> </ul>	6	Tours Manager Tours Supervisor Tour Guides Teacher & Supervising Adults	Before the tour During the tour
Lanterns on evening ghost tours	Burns, Fire Hazard	<ul style="list-style-type: none"> <li>Guests are advised of proper use of the lanterns by the guide.</li> <li>One lantern allocated per 6 guests</li> <li>Lanterns used are electric lanterns for children</li> </ul>	4	<ul style="list-style-type: none"> <li>Teachers and guides to constantly supervise and be mindful of behaviour of those around/holding lantern</li> <li>Ensure students carry lanterns correctly and do</li> </ul>	5	Tour Guides Teachers & Supervising Adults	Before the tour During the tour

Please note that the information provided is current as of March 2025. It has been provided by North Head Sydney Trust (Q Station) to assist relevant persons in their risk management planning for visiting the Quarantine Station. Additional information can be provided upon request.

Situation	Anticipate	Find out		Eliminate or control		Talk to others	You
List the details of the activity, event or task	What could go wrong?	What current controls are in place?	Risk rating	What else can be done to control this risk?	Residual risk rating	Controls to be actioned by who?	When do you need to review the control?
		tours, and electric only on poor weather nights <ul style="list-style-type: none"> <li>On entering buildings, guide requests lanterns to be left outside of buildings in a safe area.</li> <li>Guests may use their own torches, however, must listen to advice for guide and be mindful of others on the tour</li> </ul>		not become careless with them			
Lack of light at night	Slips, falls, injuries	<ul style="list-style-type: none"> <li>Lanterns are offered for guests on the tour for lighting, and are able to bring their own torches if required for additional light</li> <li>Red and white light options are in place in buildings when required for safety purposes</li> <li>Reflective strips on ledges in buildings</li> </ul>	3	<ul style="list-style-type: none"> <li>Briefing guests prior to tour about dangers of buildings/walkways in the dark</li> <li>Inviting guests to use torches/phone lights when unsure of walkways</li> </ul>	5	Tours Manager Tours Supervisor Operational Department Managers Tour Guide	Before the tour During the tour
Vehicles onsite	Deliveries & Q Station Vehicles used for transportation of guests	<ul style="list-style-type: none"> <li>15 kph speed limit &amp; restricted vehicle access onsite</li> <li>Drivers are advised to stop and wait, when possible, for tour group to pass.</li> <li>Guests are advised by their guide to walk on the</li> </ul>	4	<ul style="list-style-type: none"> <li>Guides at front of group, to ensure group safety</li> <li>Signage throughout site informing guests of cars approaching, cars of tour groups ahead, and direction of driving on site.</li> </ul>	5	Tours Manager Tours Supervisor Operational Department Managers HR Manager Tour Guide	Before the tour During the tour

Please note that the information provided is current as of March 2025. It has been provided by North Head Sydney Trust (Q Station) to assist relevant persons in their risk management planning for visiting the Quarantine Station. Additional information can be provided upon request.

<b>Situation</b>	<b>Anticipate</b>	<b>Find out</b>		<b>Eliminate or control</b>		<b>Talk to others</b>	<b>You</b>
List the details of the activity, event or task	What could go wrong?	What current controls are in place?	Risk rating	What else can be done to control this risk?	Residual risk rating	Controls to be actioned by who?	When do you need to review the control?
		<p>side of the road or to move off the road to a safe area when a vehicle is approaching.</p> <ul style="list-style-type: none"> <li>All departmental managers are advised when tours are onsite and to brief their staff, contractors and vendors accordingly.</li> </ul>					
Interactions with Persons	Unauthorized persons entering the site and harassing / threatening guests and/or guides	<ul style="list-style-type: none"> <li>Liaison with Manly Police, restricted access via boom gate; keeping gate locked after entry of guests, signage, and presence of Duty Manager to respond and provide assistance.</li> </ul>	5	<ul style="list-style-type: none"> <li>Guides to be aware of guests in group, and aware of those not in the group nearby</li> <li>Guide to be aware of emergency procedures</li> </ul>	5	Duty Manager Tours Manager Tour Guides HR and General Manager Teacher & Supervising Adults	Before the tour During the tour
Hazardous materials	Burns, inhalation of dangerous vapour and materials, toxicity hazards	<ul style="list-style-type: none"> <li>No activity to be conducted within 20 metres of identified hazard materials</li> </ul>	4	<ul style="list-style-type: none"> <li>Guides to be aware of any building/site works, or hazard identified areas, commencing on day of tour</li> </ul>	5	Duty Manager Tours Manager Tours Supervisor Tour Guides Teacher & Supervising Adults	Before the tour During the tour
Construction activities	Falling debris Electrical equipment	<ul style="list-style-type: none"> <li>All activities are to be kept at least 15 metres from any worksite area.</li> <li>Guides will be notified of any unusual activity in which distance from construction activity needs to be increased</li> </ul>	4	<ul style="list-style-type: none"> <li>External staff onsite to be briefed when entering site of guests and school groups</li> </ul>	5	Duty Manager Tours Manager Tours Supervisor Tour Guides Teacher & Supervising Adults	Before the tour During the tour

Please note that the information provided is current as of March 2025. It has been provided by North Head Sydney Trust (Q Station) to assist relevant persons in their risk management planning for visiting the Quarantine Station. Additional information can be provided upon request.



<b>Situation</b>	<b>Anticipate</b>	<b>Find out</b>	<b>Eliminate or control</b>	<b>Talk to others</b>	<b>You</b>		
List the details of the activity, event or task	What could go wrong?	What current controls are in place?	Risk rating	What else can be done to control this risk?	Residual risk rating	Controls to be actioned by who?	When do you need to review the control?
Machinery	Impact Injuries	<ul style="list-style-type: none"> <li>No activity is to be conducted within 15 meters of any machinery when not operational and greater than 25 meters when operational.</li> </ul>	4	<ul style="list-style-type: none"> <li>External staff and guides to be briefed on locations and times of tours, and location of building works</li> </ul>	5	Duty Manager Tours Manager Tours Supervisor Tour Guides Teacher & Supervising Adults	Before the tour During the tour
Building fires	Burns, smoke inhalation, fall injuries sustained in evacuations	<ul style="list-style-type: none"> <li>Emergency response procedures to be in place with relevant training provided to all staff with responsibilities for managing guests</li> </ul>	4	<ul style="list-style-type: none"> <li>Guests to be briefed on emergency procedures before tour commencement</li> </ul>	5	Duty Manager Tours Manager Tours Supervisor HR Manager Tour Guides Teacher & Supervising Adults	Before the tour During the tour
<b>Hazards to Property and Cultural Values</b>							
People entering buildings	Willfully or accidentally destroying fabric of the buildings	<ul style="list-style-type: none"> <li>No entry to building without supervision.</li> <li>If needing to enter without supervision relevant training to be undertaken beforehand.</li> <li>Guides to be made aware of delicate and 'off-limit' buildings</li> </ul>	6	<ul style="list-style-type: none"> <li>Guides to reinforce behaviour policies of tours before and during tour</li> </ul>	6	Tour Guide Tours Manager Tours Supervisor Teachers & Supervising Adults General Manager	Before the tour During the tour
People removing moveable heritage items	Loss of items from site	<ul style="list-style-type: none"> <li>No entry to building without supervision</li> <li>If needing to enter without supervision, relevant training to be undertaken by individuals</li> <li>Guides to be made aware of delicate and 'off-limit' buildings</li> </ul>	6	<ul style="list-style-type: none"> <li>Guides to reinforce behaviour policies of tours before and during tour</li> </ul>	6	Tour Guide Teachers & Supervising Adults Tours Manager Tours Supervisor	Before the tour During the tour

Please note that the information provided is current as of March 2025. It has been provided by North Head Sydney Trust (Q Station) to assist relevant persons in their risk management planning for visiting the Quarantine Station. Additional information can be provided upon request.

### Risk Assessment Matrix

<b>How serious could the injury be?</b> <b>Severity</b> – is how seriously a person could be harmed	<b>How likely is it to be that serious?</b> <b>Likelihood</b> – is an estimate of how probable it is for the hazard to cause harm.			
	Very Likely	Likely	Unlikely	Very Unlikely
Death or permanent injury	1	1	2	3
Long term illness or injury	1	2	3	4
Medical attention & several days off	2	3	4	5
First aid	3	4	5	6

**Legend**

**1 and 2** Extreme risk; deal with the hazard immediately

**3 and 4** Moderate risk; deal with the hazard as soon possible

**5 and 6** Low risk; deal with the hazard when able.

Situation	Anticipate	Find out		Eliminate or control		Talk to others	You
List the details of the activity, event or task	What could go wrong?	What current controls are in place?	Risk rating	What else can be done to control this risk?	Residual risk rating	Controls to be actioned by who?	When do you need to review the control?
Contact with moveable heritage & built environment	Willful and / or accidental adverse impacts on moveable heritage items and built environment	<ul style="list-style-type: none"> <li>Tour visitors are advised by guides when and how they can interact with the moveable heritage</li> </ul>	6	<ul style="list-style-type: none"> <li>Guides to reinforce behaviour policies of tours before and during tour</li> </ul>	6	Tour Guides Tours Manager Tours Supervisor	Before the tour  During the tour
<b>Hazards to Natural Areas</b>							
People walking off formed tracks	Increase potential for <i>Phytophthora</i> infections of bushland areas	<ul style="list-style-type: none"> <li>Walkers to remain on formed tracks</li> </ul>	6	<ul style="list-style-type: none"> <li>Briefings to tours about significance and importance of site and soil</li> </ul>	6	Tour Guides	Before the tour  During the tour

Please note that the information provided is current as of March 2025. It has been provided by North Head Sydney Trust (Q Station) to assist relevant persons in their risk management planning for visiting the Quarantine Station. Additional information can be provided upon request.

<b>Access</b>	<i>Are access to and egress from the premises safe and without risk to health?  Is the venue wheelchair accessible?  Are disabled toilets available?  Are Q Station vehicles wheelchair accessible?</i>	Yes  Partially Yes No
<b>Emergencies</b>	<i>Are emergency procedures in place in the venue?  Are staff trained to deal with emergency situations?  Are first aid kits available for each activity?  Is there a trained first aid officer at the venue?</i>	Yes Yes Yes – located throughout site Yes
<b>Construction/ Maintenance/ Repair</b>	<i>Are licensed personnel used for all construction, maintenance and repair work?</i>	Yes

---

Please note that the information provided is current as of March 2025. It has been provided by North Head Sydney Trust (Q Station) to assist relevant persons in their risk management planning for visiting the Quarantine Station. Additional information can be provided upon request.