



The Hon Jillian Skinner MP
Minister for Health
Minister for Medical Research

INQ13/23

Mr David Blunt
Clerk of the Legislative Council
Parliament House
Macquarie Street
SYDNEY NSW 2000

Dear Mr Blunt


I seek to present the NSW Government's response to the final report of the Legislative Council Select Committee's Inquiry into the Agistment of Horses on the Yaralla Estate.

The Government's response is enclosed.

Yours sincerely



Jillian Skinner MP

Received at 5-10pm
Thursday 24 April 2014




Health
Sydney
Local Health District

Agistment of Horses on the Yaralla Estate

Sydney Local Health District Response to Select Committee Findings

Final Report

April 2014

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1. Introduction

On 27 June 2013 the Legislative Council resolved that a Select Committee would be formed to undertake an inquiry into the Agistment of Horses at Yaralla and was to be chaired by the Hon Mr Robert Borsak MLC.

This paper provides the Sydney Local Health District's (the District) response to the Select Committee's Report on the Agistment of Horses at Yaralla Estate.

The terms of reference for the Inquiry were:

That the Select Committee on the Agistment of Horses at Yaralla Estate inquire into and report on the current and future agistment of horses at Yaralla Estate, also known as the Dame Eadith Walker and Thomas Walker Estate, and in particular:

1. The actions of the Sydney Local Health District
2. The eviction of community members whose horses are agisted on the Estate lands
3. The "independent audit of the site" referred to in a 19 April 2013 media release issued by the Sydney Local Health District, and
4. Any other related matter

In summary, the Committee made two findings and seven recommendations. The District has carefully considered the Report that was released on 24 October 2013.

Committee finding 1

The Committee finds that the Sydney Local Health District did not undertake genuine Community consultation before making decisions about the future of the Yaralla Estate, and that it poorly managed the decision making process.

The District's Response:

- The District strongly disputes this finding. Consistent with SLHD commitment to community engagement attempts were made to inform the community as to the reasons behind the cancellation of the agistment licence. The District's responsibility to protect the safety of patients, staff and the general public and to maintain the property according to the wishes of the Trust is of the highest priority. In an effort to dispel rumours and misinformation meetings were held with the horse owners, local Council and other stakeholders, public meetings were attended, individual correspondence was provided to community members and Local Council, risk management work shops were held and a local advertisement was placed in the local papers in an attempt to assure the community that there were no plans to sell off or develop the site.

Committee finding 2

The Committee finds that the Sydney Local Health District continued to make decisions about the future of the Yaralla Estate without waiting for the recommendations of the Committee's report.

The District's Response:

- The Committee's finding that the District as the Trustee of the Estate continued to manage the Estate during the inquiry is not disputed. SLHD continued to conduct extensive maintenance works to repair the damage to the paddocks (including noxious weeds prevalent in large areas of the paddocks), clean-up of rubbish from illegal tipping and the removal of hazardous waste.
- Given that misinformation and rumors of divestment of the property were continuing to be placed on social media during the Inquiry, the District had a responsibility to actively demonstrate to the broader community that there was no intention to reduce access, and therefore, the most sensible course of action was to open up the Estate for the greatest possible community usage. In keeping with the Walker Trust, on 22 August 2013, Sydney Local Health District announced the conversion of the 13 hectares of paddocks from agistment to open parklands.
- The District advised the Select Committee that it would consider its recommendations when handed down.

Recommendation 1

That the NSW Legislative Council consider referring the claims in respect to Blue Vision Management and Conrad Capital to the Independent Commission Against Corruption, pursuant to section 73 of the *Independent Commission Against Corruption Act 1988*.

The District's response

- As the Government has referred the claims to the Independent Commission Against Corruption no further comments will be made by the District in relation to Blue Vision Management and Conrad Capital.

Recommendation 2

That the NSW Government ensure public access is maintained to the Yaralla Estate and that no future legislative changes are made to the *Walker Trusts Act 1938* that would limit public access or public ownership.

The District's Response:

- This recommendation is strongly supported as the District is committed to ensure and increase public access and public ownership is maintained.

Recommendation 3

That the NSW Government ensure that any future plans or proposals for changes in management or operations for the Yaralla Estate are clearly communicated to the local community well in advance and that there are adequate opportunities for community engagement.

The District's response:

- SLHD launched a website for the Yaralla Estate Parklands in September 2013 which included the announcement of the proposed establishment of the Yaralla Estate Parklands and released an EOI for community members for the Yaralla Estate Community Advisory Committee.

- The establishment of the live website and the Advisory Committee provides a vehicle for broader community input and concerns to be aired and addressed well in advance of any future service changes or any other operational changes. It is hoped that by providing the facts on the website it will help to correct any misinformation that is being circulated.
- The role of the Committee is to advise the Chief Executive of Sydney Local Health District, Trustee of the Estate, on maintaining and utilising the beautiful Estate for the benefit of the Local Health District and Community. The consultation with the Committee will be undertaken in an open and transparent manner.
- The Community Advisory Committee has a defined role and terms of reference outlined formally in the Terms of Reference (see attachment 1) which are available on the Website.

Specifically the objectives are to:

- advise and assist the Trustee (SLHD) in the development and review of its plans and policies for Yaralla Estate;
 - monitor and evaluate the use of the Yaralla Estate;
 - advise the Trustee (SLHD) on possible new or modified services, facilities and uses;
 - advise the Trustee (SLHD) on everything from maintenance priorities to tree planting and conservation management plans; and
 - maintain and promote the integrity of the heritage of Yaralla Estate
- In addition, the members of the Community Advisory Committee will keep up-to-date with visitor and local community issues relating to the Estate and make appropriate efforts to actively engage with the community through attendance at resident association meetings and formal local council forums.
 - The inaugural meeting for the Yaralla Estate Community Advisory Committee was held on Monday 13 January 2014.
 - All information relating to the Yaralla Estate Parklands will be available through the SLHD Internet site. The website is regularly updated to include the latest news regarding the Yaralla Parklands including the Advisory Committee's meeting agenda, notes and actions.
 - The Yaralla Estate Parklands Community Advisory Committee's current members:
 - Dr Teresa Anderson Chief Executive, SLHD, Committee Chair
 - Dr Roger Garsia Senior Clinician, RPA
 - Professor Robert Lusby Senior Clinician, CRGH
 - Dr Tim Sinclair General Manager, CRGH
 - Mr Stuart Read Heritage Division, NSW Office of Environment & Heritage
 - Mr Alan Marsh CEO, Sydney Olympic Park Authority
 - Mr Stephen Soldatos Head Gardener, CRGH
 - Ms Lois Michel City of Canada Bay Heritage Society and local Resident/Neighbour
 - Mr Norm Buckley Local Resident/Neighbour
 - Ms Suzanne Riley Local Resident/Neighbour and representative of Concord Consumer Advisory Committee
 - Mr Guy Pinkerton Local Resident/Neighbour
 - Mr Robert Hussey Local Resident/Neighbour
 - Mr Jeremy Roper-Tyler Local Resident/Neighbour

- The inaugural meeting for the Yaralla Estate Community Advisory Committee was held on Monday 13 January 2014. Meetings will continue to be held on a monthly basis. Currently there are six community members on the Committee. Members have been given a tour of the grounds and a presentation on the history of the Estate. All members are looking forward to contributing and maintaining the heritage of Yaralla consistent with the wishes of the Trust.
- The draft TOR for the Committee (attachment 1) will be available on the SLHD and Yaralla Estate Websites as will the confirmed Minutes of the meetings to ensure transparency. The Minutes will also be submitted to the Yaralla Estate Community Advisory Committee and the Board of SLHD.
- The District has also established a Local Member Advisory Committee to advise the Chief Executive of SLHD on matters related to Concord Hospital and Yaralla Estate. Membership of this Committee includes the Mayor of the City of Canada Bay, the local State Member for Drummoyne, the local Federal Member for Reid. The aim of this committee is to provide the members with an opportunity to provide feedback and input from their constituents to the Chief Executive SLHD in relation to Concord Hospital and Yaralla Estate.

Recommendation 4

That the NSW Government commission a full heritage report of the Yaralla Estate, including all buildings, structures and lands, and that this report be made public.

The District's response:

Sydney South West Area Health engaged Godden McKay Logan Heritage Consultants to undertake the Dame Eadith Walker Hospital Conservation Management Plan review of May 2011 which was undertaken as part of the renovation work to The Dame Eadith Walker House. As part of ongoing responsible management of the Estate on 2 July 2013 SLHD engaged Rappoport Heritage Consultants to update the conservation management plan for the whole Estate developed in 1997 and the forward plan for ongoing maintenance of the entire Dame Eadith Walker Estate.

SLHD will provide the Heritage Council NSW (HCNSW) with a copy of The Conservation Management Plan for information. The Conservation Management Plan's Executive Summary is attached to this submission (attachment 2) and will be available on the District's Website.

The main objectives of the updated conservation management plan were:

- To collate and present new information pertaining to the Dame Eadith Walker Estate;
- To update the condition and significance of all built and landscape components on the Estate through analysis of relevant documentary and physical evidence;
- To develop an up to date Conservation Policy for the Estate overall and for the individual buildings, structures and landscape precincts including Yaralla;
- To detail currently proposed works and identify required corrective works for buildings; structures and landscape precincts;
- To detail an ongoing Maintenance Strategy to assist in the long term conservation of the Dame Eadith Walker Estate; and
- To prioritise the conservation in accordance with a schedule of urgent, medium term and long term works.

We highlight that the comprehensive report states the following on page 5:

It is noted that the estate is well managed by Sydney Local Health District and the buildings are protected. This has been achieved by carrying out regular maintenance to the buildings, regular gardening, the leasing of residential components to private individuals, the adaptive reuse of Yaralla and Magnolia Cottage and dementia care clinics, and the allocation of professional staff to the ongoing management of the estate. It is also noted that Sydney Local Health District (...and its predecessors) instigated conservation works in the past ensuring that each proposed modification is thoroughly assessed in terms of impact and is carried out to meet the Office of Environment and Heritage standards and procedures.

Recommendation 5

That the NSW Government amend the *Walker Trust Act 1938* to provide for a change in management of the Yaralla Estate to a more appropriate agency, such as the Centennial Parklands Trust, and that any changes ensure that:

- **the Sydney Local Health District still has use of buildings such as the Yaralla Mansion for the purposes of providing health services;**
- **the new agency has expertise in heritage preservation of parklands and ideally provision of equestrian services; and**
- **the new agency establish a genuine consultation mechanism, such as a community consultative committee, to represent community interests in future decisions involving the Estate.**

The District's Response:

The *Walker Trusts Act 1938* clearly identifies a health entity as the Trustee to ensure that the wishes and prime focus and purpose of the Estate is the provision of health services. A secondary concern of the Trust is the provision of open space with the agistment of horses rating as a minor option for the usage of the land.

19B Lease or licence of trust land

(1) The Central Sydney Area Health Service, as trustee of land vested in the Crown by this Act and dedicated for the purposes of the Dame Eadith Walker Hospital, or any successor as trustee, must lease, or grant a licence of, part of that land for public hospital or other public health purposes, for the purpose of public open space or for the purpose of the agistment of horses, or for purposes ancillary to public hospital, public health, public open space or horse agistment purposes, if directed to do so by the Minister.

- The overturning of the wishes of the Trust will undoubtedly be the subject of major legal argument and strongly contested.
- Sydney Local Health District's (SLHD) primary purpose under the *Health Services Act 1997* is to promote, protect and maintain the health of the community and to provide relief to sick and injured people through care and treatment (s9). The District's responsibility under *the Act* does not only refer to caring for the sick, but responsibility for the general health and wellbeing of the community in general. This supports the Estate to be managed by a health entity.
- It needs to be emphasised that unlike the Yaralla Estate, horses and riders on the Centennial Park grounds are within a controlled area. Public horses are not permitted to roam free nor are they grazed on the site.
- Clearly the issues leading to the eviction of the horses from the Yaralla Estate resulted from the management of the DEWE by a third party. To introduce another agency to manage the property while allowing SLHD to utilise the current building for health services

will add a level of complexity to the site management that will make it difficult for the District to effectively manage the site. Health facilities are throughout the site not quarantined to one section of the Estate.

- It is clear from the Rappoport Management Plan Report, January 2014, that the District's management of the Estate has fully respected and preserved this precious heritage site in terms of buildings and parklands consistent with the Trust.
- As previously outlined, the District, having listened to the feedback from the Community and in order to ensure transparency in future decisions and actions, established the Yaralla Estate Community Advisory Committee which has commenced meeting on a monthly basis.
- There is no justification for amending the Trust or to transfer the management of the Estate as the District continues to provide and grow health services on the site for the most vulnerable people in our community; continues to manage the Yaralla Estate in a responsible and respectful manner; has increased access to the community and has established a process that enables community consultation and advice back to the Chief Executive SLHD, through the Yaralla Estate Community Advisory Committee.

Recommendation 6

That the NSW Government ensure that the agistment of horses is restored to the Yaralla Estate and that:

- **the proposal for the NSW Police Force Mounted Police Unit and horses owned by members of the community to share the use of the paddocks under a co-tenancy arrangement be reconsidered; and**
- **commercial rates be charged for the agistment of horses on the Estate.**

District's Response:

- In respect of this recommendation, during the course of considerable discussion and debate around the Yaralla Estate over the past 14 months, the District has formed the view that horse agistment is not the preferred use of the 13 hectares of paddocks. The reasons relate to the potential for litigation and claims against the District should a member of staff, a patient or a member of the public be injured by a horse. The District took the action to remove the horses as it became aware that management of the agistment had not taken appropriate action in relation to the management of the site, had not ensured adequate insurance of the Agisters, had not undertaken adequate maintenance of paddocks and fencing and had created an unacceptable risk to the District.
- Agistment in itself comes with a particular risk as large animals are free to roam within the paddocks unmonitored, especially overnight and for a considerable part of the day. Further, the management of the 13 hectares is considerably more challenging with respect to fence maintenance and containment for the agistment of horses. Should the Government determine that horses be returned to the Estate then the District would be required to manage the significant risk and associated matters. Agistment in itself comes with a particular risk as large animals are free to roam within the paddocks unmonitored especially overnight and for a considerable part of the day.
- As part of the condition report undertaken in June 2013, SLHD engaged Sydney Environmental & Soil Laboratory Pty Ltd (SESL) to assess the condition of the site and advise on remedial action for the paddocks. The SESL report states "the current capacity of the paddocks can be estimated at 0.5 horses/hectare.....with soil & pasture improvement... this can potentially increase to 1 horse/ha" (page 14). This would give the

site a maximum carrying capacity in the range of 7 – 13 horses, far less than the 33 privately owned horses that were agisted. This range would considerably limit the financial viability of splitting the agistment between two operators, one private and one government (NSW Mounted Police).

- The splitting of the 13 hectares of paddocks into two would limit the number of horses to 6-7 for each operator and limit their ability to rotate the paddocks, therefore replicating the previous problems that led to degradation of the paddocks through overgrazing and also presents similar problems in effectively managing the site and having a single point of responsibility.
- This proposal would limit the benefit to the broader community in terms of access to the site. The previous practice of the agistors of allowing members of the public to have open access to horses cannot continue due to the significant inherent risks associated with this. Other organisations, including Centennial Park, do not allow open access to grazing horses.
- In order to address the maintenance back log to enable horse agistment, SLHD has estimated the following costs:

• Replacement perimeter fencing	\$35,345 (complete)
• Replacement fencing to driveway	\$72,500
• Replacement internal fencing to paddocks	\$57,200
• Hydraulics Upgrade	\$12,500
• Paddocks regeneration	\$19,550
• Other items (including horse wash bay)	\$ 7,000
• Security	\$17,000
• Rubbish Removal	\$33,900 (complete)

Total costs **\$254,995**

- To minimize the risks associated with horses on an inner city site, next to major public roads, suburban houses, and a busy public hospital, there would need to be ongoing site management including overnight coverage. The costs associated with this for 14 horses would be cost prohibitive.
- The change to parklands will still incur costs to facilitate public access. Driveway fencing, security, \$2,500 every 6 weeks to mow grass and some regeneration of the paddocks would be required. The full costs to provide parklands is not known as the Yaralla Estate Advisory Committee is yet to make its full recommendations on parkland options to the Chief Executive SLHD. The Committee is reviewing a number of submissions regarding future utilisation some of which include activities that will provide additional revenue for the Trust to enable further reinvestment back into Yaralla Estate. Recent examples of revenue opportunities include use of the site for filming of local movies such as “the Great Gatsby”, professional photography sessions (\$110 per session is the current charge), encouraging community fundraising activities, including fetes, leasing lots for community gardens, sponsorship of trees and park benches.

Recommendation 7

That the NSW Government abandon its plans to convert the Yaralla Estate paddocks to public parklands and enter into genuine public consultation before developing any further plans for the future of the paddocks

District's Response:

- This recommendation is partially supported. Undertaking consultation is supported and the District will continue to consult with the community with regards to the any plans and future developments on the Estate to ensure consistency with the Trust and to avoid misinformation in the public arena.
- The District does not consider that it is in the best interest of the Estate or the community to abandon plans to convert the Yaralla Estate Paddocks to public parklands. The conversion of the 13 hectares of paddocks to open space appears to have gained support within the broader community. This is evidenced by the broad representation on the Yaralla Estate Community Advisory Committee which includes representation of 6 diverse local community members.
- The District is confident that its decision to open up the 13 hectares of paddocks best addresses the public's fear of losing access to open space and the Yaralla Estate in general. Rapid population growth within Rhodes Peninsula and neighbouring Sydney Olympic Park and Wentworth Point is expected to have particular implications for increased access to and use of social infrastructure in the wider City of Canada Bay area, including hospital and health services. Further, an increasing number of children could be expected in coming years given the young age profile, high proportion of very young children and large numbers of couples without children. It is considered that the benefits to community in terms of access to open space allowing further opportunities to improve physical health and wellbeing and generating access to the broader public are significant.
- In 2014, it is intended that the Yaralla Estate Advisory Committee will develop a draft management plan in consultation with the broader community which will include options for improving community usage and access to the site. These will include activities aimed at health promotion and disease prevention.
- The District will continue to provide the latest information regarding the Yaralla Estate through the interactive website, meeting on a monthly basis with the Advisory Committee, holding annual community forums for the Estate and through continuing engagement with the local council, heritage society and community groups.
- To ensure this process is sustained the District is to appoint a manager for the site that will be responsible for the daily oversight of the Estate and also the person who can monitor any problems as they arise, liaise with the Community and escalate issues in a timely fashion through to the Chief Executive of the District.

2. Attachments

Attachment 1 Terms of Reference Yaralla Estate Community Advisory Committee

NAME	Yaralla Estate Community Advisory Committee
GOVERNANCE	SLHD Executive
OBJECTIVE	To act as an advisory group to the trustee of the Yaralla Estate
PURPOSE	<p>The Community Advisory Committee has a defined role and terms of reference.</p> <p>The Community Advisory Committee's objectives are to:</p> <ul style="list-style-type: none"> • advise and assist the Trustee (SLHD) in the development and review of its plans and policies for Yaralla Estate; • monitor and evaluate the use of the Yaralla Estate; • advise the Trustee (SLHD) on possible new or modified services, facilities and uses; • advise the Trustee (SLHD) on everything from maintenance priorities to tree planting and conservation management plans; • maintain and promote the integrity of the heritage of Yaralla Estate <p>In addition, the members of the Community Advisory Committee will keep up-to-date with visitor and local community issues relating to the Estate and actively engage with the community through attendance at resident association meetings and formal local council forums.</p>
MEMBERS	<p>Dr Teresa Anderson, Chief Executive, SLHD</p> <p>Dr Tim Sinclair, General Manager, Concord Repatriation General Hospital, SLHD</p> <p>Mr Allan Marsh, Parklands and Asset Maintenance, Sydney Olympic Park Authority</p> <p>Ms Lois Michel, City of Canada Bay Heritage Society</p> <p>Prof. Robert Lusby, Senior Clinician, Concord Repatriation General Hospital</p> <p>Mr Stuart Read, NSW State Heritage Office</p> <p>Dr Roger Garsia, Senior Clinician, Royal Prince Alfred Hospital, SLHD</p> <p>Mr Stephen Saldatos, Head Gardener, Concord Repatriation General Hospital, SLHD</p> <p>Mr Guy Pinkerton, Local Resident / Neighbour</p> <p>Mr Jeremy Roper-Tyler, Local Resident / Neighbour</p> <p>Mr Robert Hussey, Local Resident / Neighbour</p> <p>Mr Norm Buckley, Local Resident / Neighbour</p> <p>Ms Suzanne Riley, Local Resident / Neighbour</p> <p>The Community Advisory Committee is to ordinarily consist of 13 members, with the Chief Executive of Sydney Local Health District and (Trustee of the Walker Estate Trust) being able to recommend any other person whom he/she is satisfied:</p> <ul style="list-style-type: none"> • has a sound knowledge of the Walker Trust lands and of Trust activities, and

	<ul style="list-style-type: none"> • is able to communicate effectively with local residents, local community groups and other persons who use the Yaralla Estate.
RECRUITMENT OF MEMBERS	<p>The Sydney Local Health District as the Trustee for the Yaralla Estate is required to maintain a working membership of the Community Advisory Committee at all times, and will call for nominations for application to the Community Advisory Committee when vacancies on the committee arise.</p> <p>Applicants for this committee must be able to demonstrate:</p> <ul style="list-style-type: none"> • a strong commitment to the Yaralla Estate; • an ability to communicate with a variety of community groups and individuals that have an interest in the Yaralla Estate; and • a commitment to the Yaralla Estate's diversity of values and stakeholder views. <p>All vacancies will be advertised on the Sydney Local Health District's Yaralla Estate website and in Sydney newspapers.</p>
TERM OF OFFICE	A member of the Community Advisory Committee (other than the Chief Executive) will hold office for a term of two years, and will be eligible for reappointment as a member for any number of terms.
CHAIRPERSON	<p>The Chief Executive of Sydney Local Health District, as the Trustee of the Yaralla Estate, is the chairperson of the Community Advisory Committee. In the absence of the chairperson, the deputy may, if available, act in the place of the chairperson.</p> <p>The chairperson is to have a deliberative vote and, in the event of an equality of votes, a second or casting vote.</p>
SECRETARIAT	Graduate Management Trainee
QUORUM	<p>The chairperson (or deputy) and five other members, including at least two community members, form a quorum at any meeting of the Committee and any duly convened meeting at which a quorum is present is competent to transact any business of the Community Advisory Committee.</p> <p>Questions arising at a meeting of the Committee are to be determined by a majority of the votes of the members present and voting.</p>
MEETING FREQUENCY	The Community Advisory Committee is required to meet at least once a quarter. In addition, the following details are prescribed as to the structure, procedures and obligations of the Community Advisory Committee and its members.
ROLE	All Community Advisory Members must sign and agree to the Code of Conduct, outlining the requirement to act in good faith, act honestly and not make improper use of information acquired as a Community Advisory Committee Member. Community Advisory Committee Members are required to use sound judgement and discretion at all times. Members are also required to disclose any conflicts of interest or gifts and benefits received as a result of being a member of the Community Advisory Committee.
REVIEW	Terms of Reference will be reviewed at the time of changes to the Committee membership or purpose. Performance will be reviewed

	annually
REPORTS	Quarterly report on progress against the Community Advisory Committee actions.
MINUTES	<p>The chairperson of the Community Advisory Committee is to ensure minutes of each meeting of the Committee to be recorded and preserved.</p> <p>The Community Advisory Committee will also place a summary of discussions on the Sydney Local Health District website at the earliest practical time.</p>

Attachment 2 Presentation to the Yaralla Estate Community Advisory Committee

Dame Edith Walker Estate Agistment Facility

Yaralla Advisory
Committee Presentation

Monday, 24 February 2014

Agistment Facility Report



The presentation is based on the Agistment Facility Report, dated January 2013.

blueVisions commissioned in late 2012 by Sydney Local Health District to provide advice on the Dame Edith Walker Estate Agistment Facility including:-

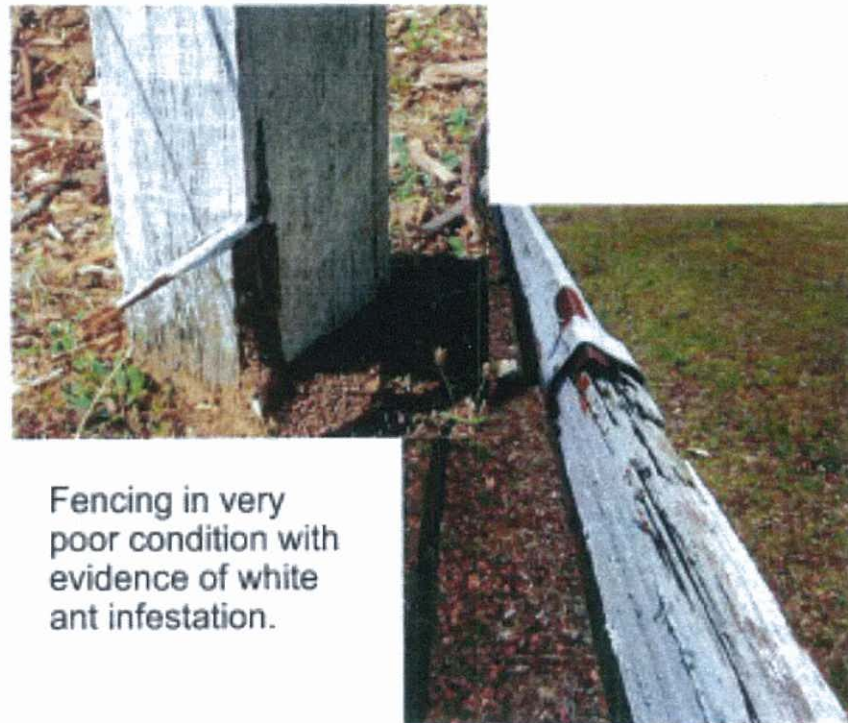
- Assess the current property condition
- Identify a schedule of required maintenance works
- Make recommendations for improving future management and use of the facility.

Fencing

White Timber Fencing



Private Road Fence (East) separating horses from the public road is in very poor condition.



Fencing in very poor condition with evidence of white ant infestation.

Fencing

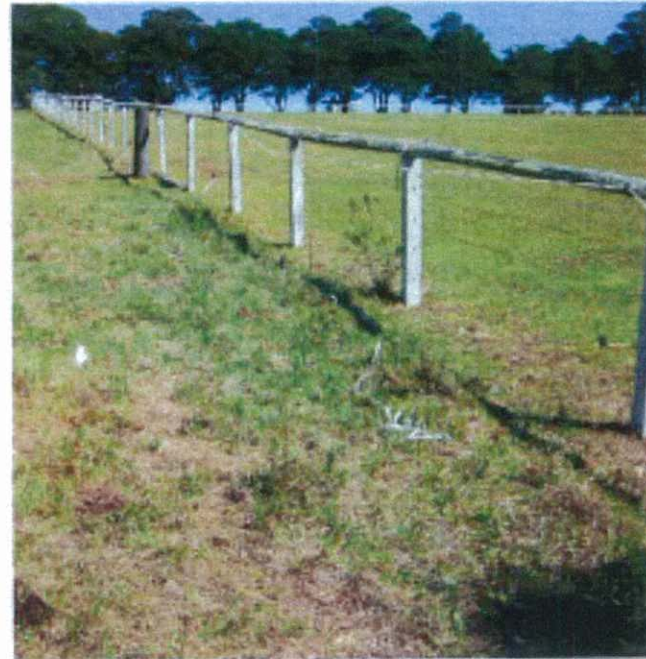
White Timber Fencing



Fencing in very poor condition with evidence of white ant infestation.

Fencing

White Timber Fencing



Fencing in very poor condition with evidence of white ant infestation.

Fencing



Fencing in poor condition.

Fencing



Fencing in poor condition.

Fencing



Type of fencing presents a very high risk due.

- Type of wire presents risk of entanglement
- Pickets are not fitted with protective caps

Hazards



- Barely visible chain harrows could cause severe injury.
- Exposed star pickets.
- Tyre does little to protect from the broken star picket in the centre.



Weed Control



- Over grazing and lack of controls allows fire weed to take hold.



- Fireweed is evident in most paddocks.



Soil Erosion



Large areas of badly eroded sections are evident in most paddocks



Grass cover in poor condition and large areas have been eroded.

Soil Erosion



Grass cover in poor condition and large areas have been eroded.



Manure



Manure has been left in the paddocks and randomly behind fences.



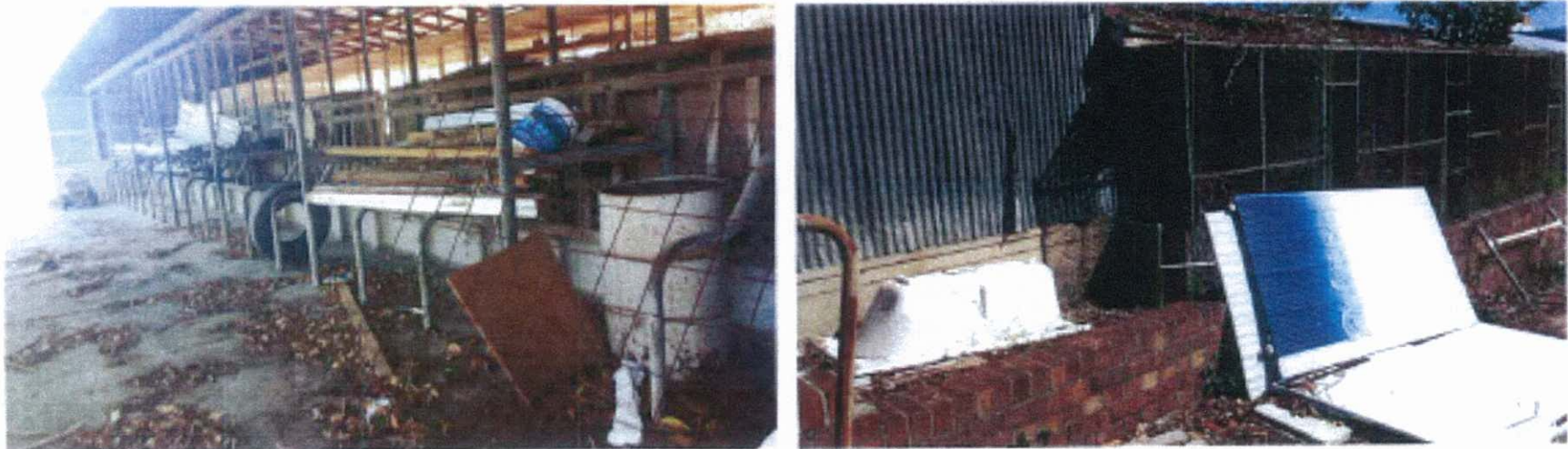
Clean Up



Clean Up



Clean Up



Rubbish dumped on both sides of the Potting shed

Clean Up



Materials removed offsite

- 23.5 tonnes - Masonry
- 2.3 tonnes - Vegetation
- 2.9 tonnes - Ferrous/Non Ferrous Metals
- 2.6 tonnes - Untreated timber

Summary



As at January 2012:-

- The Agistment facility was in poor state and repair, requiring extensive work to make good.
- Maintenance work to the grounds and fences was required.
- Maintaining security of the stock required action.
- The site had evidence of illegal tipping along The Drive and some paddocks. Hazardous materials were subsequently removed.
- Noxious weeds prevalent in large areas of the paddocks.

Attachment 3 Yaralla Grounds March 2014





Attachment 4 Conservation Management Plan (Executive Summary)

CONSERVATION MANAGEMENT PLAN

DAME EADITH WALKER ESTATE
CONCORD



RAPPOPORT PTY LTD ©
CONSERVATION ARCHITECTS AND HERITAGE CONSULTANTS

45 Hardie Street, Mascot NSW 2020

TEL: 9693 1788

EMAIL: ask@rapoport.com.au

January 2014

Job No. 1987-2013/2079-2014

Heritage Impact Statements
Conservation Management Plans
Photographic Archival Recording
Expert Heritage Advice

**RAPPOPORT
HERITAGE
CONSULTANTS**

Heritage Approvals & Reports
Interpretation Strategies
On-site Conservation Architect
Conservation Management Documents

Cover image: Main entry drive of Dame Eadith Walker Estate. (Source: Rappoport Pty. Ltd. August 2013)

The following table forms part of the quality management control undertaken by Rappoport Pty Ltd regarding the monitoring of its intellectual property as issued.

Issue	Notes / Description	Date	Initials
1	First draft issued to client for comment.	21.08.13	PD
2	Second draft issued to client for comment.	15.11.13	PD
3	Minor revisions issued to client for confirmation.	03.12.13	PD
4	Minor revisions issued to client for confirmation.	17.12.13	PD
5	Final report issued to client.	17.12.13	PD
6	Revised report including Appendix 1 issued to client.	17.01.14	PD

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APPENDIX 1

SUMMARY OF SIGNIFICANCE AND CONDITION OF BUILDING FABRIC AND PRIORITY OF MAINTENANCE AND CONSERVATION WORK

EXECUTIVE SUMMARY

This Conservation Management Plan (CMP) update for the Dame Eadith Walker Estate Concord has been prepared by Rappoport Pty Ltd Heritage Consultants on behalf of the site project managers, Blue Visions Management Pty Ltd, acting for the Managers of the Walker Trust, Sydney Local Health District (SLHD), a branch of NSW Health. The site comprises approximately 37 hectares of land fronting the Parramatta River at Concord. The following Statement of Significance summarises the cultural heritage significance of the entire site:

The Dame Eadith Walker Estate is of outstanding cultural significance for NSW. It comprises a unique complex of 19th and early 20th century buildings in an essentially rural landscape setting and is an exceptionally rare complete example of a large Edwardian private residential Estate in Australia and one in close proximity to the city. The Estate has direct historical links with the early days of the colony of NSW and is strongly associated with an important mercantile and philanthropic family.

The Estate contains an exceptional group of late 19th century buildings, some of them rare examples, which clearly demonstrate the workings of a farm of this period. Its core is a substantial Italianate villa, "Yaralla", designed by Edmund Blacket & John Sulman and also of architectural and historical significance for its associations with Thomas Walker, a prominent Australian. It is of great significance for its landscape, as an intact Estate on the Parramatta River, with extensive mature mangroves fringing the shore and mature plantings in an extensive but deteriorated garden. The Estate has a large collection of rare and important trees and shrubs, many over a century old, some of individual botanical and horticultural significance and rarity as well as herbaceous and climbing plant specimens. Whilst not of exceptional design, as a component of the Estate the garden with its extensive late Victorian or Edwardian grotto-work, picking, flower garden and entertaining areas is of much interest, and demonstrates a lost way of life.¹

The Estate has a high degree of historic, aesthetic, architectural, scientific and social significance. The significance of the Estate was recognised by the making of a Permanent Conservation Order under the NSW Heritage Act in 1981. This order recognises the state significance of the site and covers the entire property.

In 1994 a CMP was prepared for the site covering the grounds and all outbuildings, many of which were in poor condition. Conservation works undertaken in the intervening years have seen a considerable improvement in the overall condition of the estate.

¹ NSW Heritage Branch Inventory Sheet – Database No. 5045176 / File No. 09/04421; S90/02002 & HC 30236

The main objectives of this update are as follows:

- To collate and present available and new information pertaining to the Dame Eadith Walker Estate site;
- To update the condition and significance of all built and landscape components on the Estate through analysis of relevant documentary and physical evidence;
- To develop an up to date Conservation Policy for the Estate overall and for individual buildings, structures and landscape precincts including Yaralla;
- To detail currently proposed works and identify required corrective works for buildings, structures and landscape precincts; and,
- To detail an Ongoing Maintenance Strategy to assist in the long term conservation of the Dame Eadith Walker Estate; and,
- To prioritise the conservation in accordance with a schedule of urgent, medium term and long term works (Refer to Appendix 1).

It is noted that currently the estate is well managed by Sydney Local Health District and the buildings are protected. This has been achieved by carrying out regular maintenance to the buildings, regular gardening, the leasing of various residential components to private individuals, the adaptive reuse of Yaralla and Magnolia Cottage as dementia care clinics, and the allocation of professional staff to the ongoing management of the estate. It is also noted that Sydney Local Health District has instigated conservation works in the past ensuring that each proposed modification is thoroughly assessed in terms of impact and is carried out to meet the Office of Environment and Heritage standards and procedures.

The major policy recommendations of this CMP revision are as follows:

- This CMP and its policies should be formally adopted to act as a guide for future management and development of the Dame Eadith Walker Estate.
- This Conservation Management Plan should be reviewed every 5 years or when significant new information is available for the site.
- The statement of cultural significance set out in this CMP should be accepted as the principal basis for future planning.
- Existing uses of the site should continue. Historic uses of the site should be reinstated where possible. Where new uses are proposed they should be compatible with the existing uses of the site and existing buildings to avoid any detrimental impacts on heritage significance.
- Work should be undertaken in accordance with the principles of the Australia ICOMOS Burra Charter.
- Proposed changes and new work must consider the significance of fabric and spaces. As a general guide, fabric identified in this CMP as being of 'Exceptional', 'High', or 'Moderate' significance will need to be maintained and conserved. Fabric identified in this CMP as

being of 'Little' significance may be removed or modified. Fabric identified in this CMP as being of Intrusive significance should be removed (Refer to Part 2, Appendix 1 of this document).

- Conservation works should be carried out by suitably qualified heritage practitioners and tradespeople with a proven track record in heritage maintenance works.
- An ongoing maintenance program for the site aimed at improving all items and areas to a uniform condition of 'Good' or 'Very Good' and maintaining this condition long term should be implemented, using a program of corrective, planned and emergency maintenance.
- Prior to any major changes to buildings or structures taking place, an assessment of heritage impact should be prepared and where relevant, photographic archival recording should take place.
- Records should be kept of all maintenance and repair work conducted on the estate.
- Public access to the estate should be retained and enhanced but not to the health facilities or leased properties (Yaralla, Magnolia, Jonquil, Hyacinth, Woodbine, Boronia and the Stables Complex).
- A comprehensive interpretation strategy should be prepared and implemented for the site in order to enhance an understanding of significance of the place by present and future generations.
- Any significant fabric removed from its original location should be securely stored on site for future reinstatement.
- A Master Plan should be prepared for the Walker Estates to provide cohesive future guidance in terms of the ongoing conservation works, uses and management of the estates.
- A Conservation Management Document for the site should be compiled including this Conservation Management Plan and future documents prepared for the site including an Interpretation Strategy and Master Plan. All persons responsible for the management of the site should have access to the Conservation Management Document.