

Key **Complete**
Ongoing
Outstanding
Closed

Objective 1: Maintain the building infrastructure <i>(highest priorities to be addressed over the next 18 months)</i>				
Location on Map	Structure Building	Action	Priority	Target FY/Status
B3	Preserve Main Gate at Nullawarra Ave	Sandstone coping on main northern pier off alignment	1	2013/14 - Complete
		Interpretive signage is weathered and should be replaced	2	2014/15 - Pending documentation to Dept Environment and Heritage
		Monitor wrought iron for deterioration	2	Ongoing monitoring
		Monitor brick work and terracotta for deterioration	3	Ongoing monitoring
B4	Hyacinth Cottage	Repair decorative plaster ceilings, cornices and arches	1	2014/15
		Maintain interior finishes	3	2014/15
B5	Inner gate (structure)	Monitor wrought iron gates for deterioration	1	Ongoing monitoring - underway
		Monitor wrought iron fencing for deterioration	1	Ongoing monitoring
B6	Stables Complex	Monitor terracotta tiling and brickwork for deterioration	2/3	Ongoing monitoring – recent repairs across the estate
		Repair exposed timber eaves and panelling, half timbering to main gable with clock, timber latticework	1	2014/15
		Replace stolen downpipes	1	2014/15 - complete

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		Monitor clock and metal face lantern with weather vane	1	Ongoing monitoring
		Monitor wrought iron gates for deterioration	2	Ongoing monitoring
		Investigate possible conversion to amenities block	2	2015/16 – plan for portable amenities
B10	Garage to Boronia	Repair / replace damaged terracotta tiles to roof	1	2014/15 - complete
		Replace termite damaged timber	1	2014/15 obtained quote
B11	Timber shed	Repair / replace damaged terracotta tiles to roof	1	2014/15 obtain quote
		Replace termite damaged timber	1	2014/15 obtain quote
B13	Former pig enclosure	Repair / replace damaged terracotta tiles to roof	2	2014/15 Heritage Society project
		Replace termite damaged timber	1	2014/15 Heritage Society project
		Major restoration of structure	1	2014/15 Heritage Society project
B14	Former chicken enclosure	Major restoration of structure	1	2014/15 Heritage Society project
B15	Former fowl enclosure	Clear vegetation/debris from roof/gutters Trim overhanging vegetation	1	2014/15 Heritage Society project
		Repair / replace damaged terracotta tiles to roof Repair replace rotting timberwork to roof	1	2014/15 Heritage Society project
		Repaint internal joinery	2	2014/15 Heritage Society project
		Repoint damaged mortar and brickwork	3	2014/15 Heritage Society project

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		Repair and rehang damaged southern sliding door. Renew or restore door hardware	3	2014/15 Heritage Society project
		Renew guttering and downpipes	1	2014/15 SLHD to obtain quote
B16	Dairy building	Repair/replace damaged tiles and ridge capping Replace deteriorated sections of valleys and flashings	1	2014/15
		Replace missing downpipes	1	2014/15
		Repair /replace timber post and rail fencing to yard adjacent to dairy	1	Photographic record to be taken. Seek sponsorship for repairs. Obtain quote
		Repair/replace damaged rotten timber joinery sections	2	Following roof repairs
		Monitor cracks and sills for signs of movement repoint brickwork and reset sills	2	Ongoing monitoring
		Monitor brickwork and chimneys for deterioration	2	Ongoing monitoring
		Replace damaged or deteriorated ceiling sections to original detail	2	Following roof repairs
		Remove boarding from windows and restore to original	3	Following roof repairs
B17 and B18	Woodbine Cottage and annex	Repair/ replace deteriorated sections of cladding	2	2015/16
		Replace/repair rotted sections at base of timber posts	3	2015/16
		Monitor cracking in veranda and above laundry window	3	Ongoing monitoring
B21	High stone wall	Repair and stabilise wall	1	2013/14 - complete

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Location on Map	Structure Building	Action	Priority	Target FY/Status
		Regular inspection following completion of repair for evidence of cracking leaning or movement	2	Ongoing monitoring
B23	Garden shed	Clear roof and gutters of debris. Trim overhanging vegetation	3	Include in general maintenance program
		Repair/replace damaged and deteriorated timber boards and members	2	2015/16
		Repair existing sliding doors and refix wire	2	2015/16
		Repaint internal and external timberwork	2	2015/16
B24	Squash court	Clear roof and gutters of debris. Trim overhanging vegetation	3	Include in general maintenance program
		Repair broken or missing roof tiles/glazing	2	Heritage Society to review
		Monitor cracking of floor slab		Ongoing monitoring
		Repair/replace damaged timber panelling to ceiling	1	Heritage Society to review
		Repaint interior ceiling and walls	1	Heritage Society to review
B26	Italianate balustrade	Monitor for deterioration	2	Ongoing monitoring
B26A	Four winds fountain	Remove weeds cut back overgrown vegetation. Treat water and ensure pipes are not blocked	3	Include in general maintenance program
B 27	Magnolia Cottage	Monitor for routine maintenance	3	Ongoing monitoring
B29	Garage	Clear roof and gutters of debris. Trim overhanging vegetation	3	Include in general maintenance program
		Replace/repair damaged roof tiles	1	Obtain sponsorship for repairs

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Location on Map	Structure Building	Action	Priority	Target FY/Status
		Repair timber bargeboards eaves and vents	1	Obtain sponsorship for repairs
		Renew windows and glazing and reconstruct missing sashes. Repair/ replace missing doors	2	Obtain sponsorship for repairs
		Renew missing brick work and repoint	2	Obtain sponsorship for repairs
		Repair / replace downpipes and gutters	1	Obtain sponsorship for repairs
		Repair/replace missing damaged rotted timber joinery prepare and paint	1	Obtain sponsorship for repairs
		Prepare and paint steel beams and door lintels	1	Obtain sponsorship for repairs
		Treat rust and repair storage tank on external face of rear wall. Paint	3	Obtain sponsorship for repairs
		Monitor cracking of internal floor slab	3	Ongoing monitoring
		Repair repaint external timberwork	1	Obtain sponsorship for repairs

Objective 2: Preserve landscape precincts				
Location on Map	Precinct	Action	Priority	Target FY/Status
L1	Outer drive	Upgrade bitumen driveway	1	2014/15 – Out to tender
		Protect vegetation along driveway	1	2014/15 – Out to tender
		Replace post and rail timber fencing	1	2014/15 – Out to tender
		Repair dish drain Improve drainage	1	2014/15 – Out to tender
L5	Paddocks west vegetation and fencing	Weed eradication program	1	Obtain sponsorship for repairs – applied for grant
		Replace post and rail timber fencing (as above driveway)	1	2014/15
L6	Paddock east	Weed eradication program	1	2014/15 – applied for grant
		Replace post and rail timber fencing (as above driveway)	1	2014/15
L 11	Rose garden	Repair replace damaged edging tiles to garden beds to match existing	2	2015/16
		Maintain rose garden, pruning, wire trellis, sundial	1	Included in garden maintenance contract
L13	Sunken garden	Clean out central pond	1	2014/15
		Trim overgrown vegetation and reinstate groundcover	2	Included in garden maintenance contract
		Reinstate rivulet and water pump central fountain and pool and associated plumbing	1	SLHD to investigate
		Repair/replace damaged deteriorated stone steps or walkways	2	SLHD to investigate
		Repair/ replace/ reinstate stone seating	3	SLHD to investigate
		Regular landscape maintenance	1	Included in garden maintenance contract
L16	Grotto pool	Monitor and conserve grotto structure	1	Ongoing monitoring
L17	North east garden	Reinstate formal garden beds	3	2015/16
		Remove dying trees, trim trees and vegetation	3	2015/16
		Reinstate “Lovers Seat”	3	2015/16
		Reinstate tennis court	3	2015/16
		Resurface driveway to front of house	3	2015/16

Note: A specific conservation policy for the paddocks and landscape to be developed in 2015/16 year.

Objective 3: Utilise the buildings to maximise health services and health outcomes			
Strategy	Action	Outcome to be achieved	Target/ timeframe
Restoration of the Hyacinth Cottage at the front entrance of Yaralla Estate as a step down unit for patients of Concord's burns unit	Undertake renovations of the cottage in consultation with the burns community support group	Increased outcomes for patients and families	Complete
	Develop a step down rehabilitation program to be implemented within the cottage	Increased outcomes for patients and families	Complete
	Develop procedures for the use and support of the cottage for patients of the burns unit	Facilitation of Increased outcomes for patients and families	Complete
Ongoing maintenance of Yaralla House	Regular reviews are undertaken	Maintaining the quality of the building fabric	Included in general maintenance program
Ongoing maintenance of the Aged Care Centre	Regular reviews are undertaken	Maintaining the quality of the building fabric	Included in general maintenance program

Objective 4: Utilise the grounds to promote health and wellbeing			
Strategy	Action	Outcome to be achieved	Target/ timeframe
Develop a community garden to encourage physical activity, mental health and community engagement	Investigate the location of the estate's vegetable garden	Increased access to fresh food for community members	Achieved – Intend to establish community garden in similar location
	Engage the City of Canada Bay's community garden advisor in the development of the garden	Increased access to fresh food for community members	CCB were approached and provided a contact who came and presented to the committee. Committee members to attend CCB community garden open day
	Develop and implement a project plan for the establishment of the garden in partnership with mental health and Yaralla House and City of Canada Bay's community garden advisor	Increased access to fresh food for community members	On Hold
Develop strategies to encourage community activities on the estate	Investigate opportunities for temporary events/festivals such as sculpture by the river (of the sea), outdoor movies	Increased community utilisation of the estate to promote wellbeing	Lidcombe TAFE are developing design concepts for the estate
Encourage activities that bring people and communities together	Reach out to 'friends' groups/stakeholders, e.g. garden, roses, arborists/tree lovers, nature study lovers, etc to increase involvement in the estate	Increased community involvement and participation on the estate	2016
	Explore the development of a minimal child's play area located near the walking path and off-leash dog area	Increased opportunities for healthy activities for children	TBA
Develop paths around the estate that encourage physical activity and community engagement	Develop a safe, all weather pedestrian track around the waterfront from Majors Bay park into Concord Hospital and linking with the Kokoda Track Memorial walkway to	Increased physical activity opportunities for community and staff	Out to tender – Target completion end 2016

Objective 4: Utilise the grounds to promote health and wellbeing			
Strategy	Action	Outcome to be achieved	Target/ timeframe
	encourage members of the community and staff of the hospital to undertake physical activity whilst enjoying the natural/historic environment of the estate		
	Develop a number of walks through the estate to encourage people to experience the unique historical and educational aspects of the estate while improving their physical activity	Increased opportunities for increasing physical activity	End 2016 - Will be part of a staged process
	Develop directional and interpretive signage along the paths to highlight the unique historical aspects of the estate.	Increased educational opportunities	End 2016 – A member of the City of Canada Bay Heritage Society has been involved in development of signage
	Develop an app to complement.	More information can be stored and becomes interactive.	End 2016
	Investigate the development of a boardwalk through the Turpentine Forest for guided and controlled access only for education, interpretation and scientific purposes	Increased education and scientific opportunities	Part of overall pathways submission
	Investigate the development of a boardwalk through the mangroves for education, physical activity and to provide access for people with disabilities	Increased equitable access	Part of overall pathways submission
	Develop relationships with the local schools to encourage school students to appreciate the unique historical aspects of the estate	Increased awareness by school students of significance of estate	Commenced

Objective 5: Provide transparent decision making processes in relation to the management of the estate and community engagement			
Strategy	Action	Outcome to be achieved	Target/ timeframe
Ensure effective community engagement into the management of the estate	Establish the Yaralla Estate Community Advisory Committee	Yaralla Estate Community Advisory Committee established with broad representation from the Community	Achieved
	Publish the Yaralla Estate Community Advisory Committee Terms of Reference and meeting notes on the Yaralla Estate website	Transparency of the Yaralla Estate Community Advisory Committee decisions	Achieved
	Establish the Yaralla Estate website with a “your say” section and email contact for the Yaralla Estate Community Advisory Committee to promote community input	The Community is kept informed of the decisions of the Yaralla Estate Community Advisory Committee and has mechanisms for providing input	Achieved and ongoing
	Produce Yaralla Estate business card to give out to community members with the Yaralla Estate contact details	A community contact point established	Achieved
	Develop a comprehensive communication and community engagement plan to be reviewed annually	The community is engaged and actively involved in the Yaralla Estate	Ongoing
Ensure effective community engagement into the management of the estate	Hold annual open days to promote the estate and its activities in addition to the open days held with the City of Canada Bay Heritage Society Improve advertising of events	The community is engaged and actively involved in the Yaralla Estate	Ongoing
Ensure community engagement in the history of the estate	Record oral history of the estate	Ensure future generations appreciation of the significance of the estate	2016 – in progress

Objective 6: Develop an overall master plan for the site			
Strategy	Action	Outcome to be achieved	Target timeframe
Encourage the use of public art on the estate	Develop a public art policy	Increased exposure for artists and emerging new talent	2016/17
Memorial policy	Develop a memorial policy	Policy to be transparent and available for public and guide decisions	Develop an options paper
Ensure effective use of waste	Develop a waste management strategy	Improved waste management to enable the protection of the site and improved environment for patients staff and public	Ongoing

Objective 7: Conserve the flora and fauna on the estate			
Strategy	Action	Outcome to be achieved	Target timeframe
Continue to protect and conserve the native biodiversity and their habitats on the estate where not in conflict with Yaralla estate's landscape values and significance.	Work with key stakeholders to address local and connecting wildlife habitat corridors and water catchment	Local and connecting wildlife habitat corridors and water catchment strengthened	TBA – This may require prior Heritage Council of NSW approval or exemption
	Actively manage the lifecycle of trees and plants within the estate	Increased public safety, habitat values and heritage legacy for future generations	TBA
	Achieve a balance between ornamental plantings that maintain heritage values of the estate and the selection of native plants for their environmental values	Heritage and environment values of flora on the estate are maintained	TBA
	Continue to work with the City of Canada Bay Council on conservation of the Turpentine Ironbark Forest	Preservation of the Turpentine Ironbark Forest for future generations	Ongoing monitoring
	Work with key stakeholders such as the Royal Botanic Garden, to support research and management of native flora and fauna on the estate	Native flora and fauna are maintained through research and good management	Ongoing support
	Install bollards to prevent parking on the roots of the heritage trees along the main drive way.	Preservation of heritage trees	Part of pathways submission
	Protect and enhance (including widen where possible) the three Endangered Ecological Communities (EEC) present on site, namely Sydney Turpentine-Ironbark Forest (STIF) (Bushland East and West landscape precincts), swamp oak floodplain forest and saltmarsh.	This will increase fauna habitat area and preserve existing populations of declining and threatened fauna and flora species. Also protect and conserve remnant mangrove forest growing along the foreshores which provides important habitat for a range of migratory and resident wading birds, crab, fish and possible Rakali (native Water-rat <i>Hydromys chrysogaster</i>)	
Restore habitat condition and connectivity on the estate	Help restore habitat condition by undertaking best-practice bush regeneration in existing weedy remnants and verges in both bushland precincts	This will improve habitat values and encourage breeding of fauna associated with higher quality habitats.	

	and at key weedy sites along the Yaralla and Rivendell Child and Adolescent Family Unit foreshores.		
	Help restore habitat connectivity by planting strips and or blocks of native vegetation of local provenance (STIF EEC members and groundcover) between both bushland remnants using existing fence lines and internal paddock divisions.	This will re-connect both bushland precincts and provide movement corridors for understorey and ground-foraging birds such as White-browed Scrubwren and Superb Fairy-wren, as well as breeding and basking sites for declining reptiles such as Eastern Blue-tongue Lizard.	September 2016
Reduce key threats to native biodiversity and their habitats on the estate	Implementing a professionally designed and run fox, cat and exotic rodent control program on the estate.	Efforts to protect, conserve and restore key fauna habitats for declining and threatened fauna especially ground and understorey birds, frogs and reptiles will be rendered ineffective if a targeted fox, cat and exotic rodent (especially Black Rat <i>Rattus rattus</i> and House Mouse <i>Mus musculus</i>) control program is not implemented on the estate.	Ongoing

Note: A useful source of information on the biodiversity at Yaralla is the Insight Ecology report (2014) prepared for the City of Canada Bay Council, *The Fauna of City of Canada Bay Local Government Area: 2013-2014*. There are also a number of other reports prepared by the City of Canada Bay Council that should be read in conjunction with this document as the City of Canada Bay Council and the District continue to work in close partnership.

Objective 8: Facilitate access to the site			
Strategy	Action	Outcome to be achieved	Target timeframe
Mitigate the physical and visual impacts of vehicles on the heritage and environmental values of the estate	Undertake a traffic management study	Better understanding of demands and more effective management of traffic in and around the estate	Commenced
	Investigate parking options toward the outer boundaries of the estate	Encouragement of pedestrian access into the estate with development of pathways into the estate	Commenced
	Undertake works to the main drive including the development of small areas for car parking (up to seven spaces)	Avoidance of cars parking on the roots of trees along drive	In documentation phase
	Develop a transport access plan to the estate	Increased pedestrian, public transport and cycle access to the estate and decreased vehicle traffic	2016
	Manage vehicle access to the estate to control speed, increase safety for pedestrians	Increased controls to maintain a safe environment for all	Ongoing
	Minimise and manage conflicts between vehicles, people and dogs by separating where possible	A more peaceful and safe environment	Commenced
	Investigate additional entrances through current fencing to facilitate public access with welcoming signage	Increased access	Commenced – design for southern car park entrance pedestrian only.

Objective 9: Facilitate revenue generation for the estate			
Strategy	Action	Outcome to be achieved	Timeframe
Leasing of the cottages	Manage leases –ongoing inspections	Increased opportunities for revenue to support the estate	Ongoing – recently updated
Photography	Booking processes that include public liability checks	Increased opportunities for revenue to support the estate	Ongoing – recently updated
Filming	Booking processes that include public liability checks	Increased opportunities for revenue to support the estate	Ongoing – recently updated
Sponsorship of trees and benches	Investigate options	Increased opportunities for revenue to support the estate	Ongoing
Memorials	Investigate options	Increased opportunities for revenue to support the estate	Ongoing
Coffee Cart	Investigate options	Increased opportunities for revenue to support the estate	Ongoing
Farmers market	Investigate options	Increased opportunities for revenue to support the estate	Closed – already had site.
Various events eg. Antiques show	Investigate options	Increased opportunities for revenue to support the estate	Ongoing
Luncheons	Investigate options	Increased opportunities for revenue to support the estate	Ongoing