

5 IMPLEMENTATION

5.1 Life of this Plan

The actions set out in Section 4 of this Plan are staged over a period of 10 years until 2020.

5.2 Site ownership and management

The Callan Park Act states that care, control and management of Callan Park, of any building at Callan Park or of any part of either of them may be contracted out with the consent of the Minister but only to:

- (a) the Council of the local government area in which Callan Park is situated, or
- (b) a Trust prescribed by the regulations, if the Trust has agreed to undertake that care, control and management in accordance with the objects of this Act.

Callan Park will remain in public ownership.

Section 4.4.7 outlines the proposed governance structure for Callan Park. The Callan Park Trust is proposed to be established as the managing entity for the Park. The Trust will essentially become responsible for delivery of the objects of the Callan Park Act, and for implementing the Master Plan and Plan of Management.

5.3 Assessment and approval processes

A guide for applicants in the preparation of Development Applications will be prepared in the initiation phase of implementing the Master Plan.

Proposals for permissible developments and uses will be required to be consistent with the permitted uses in the Callan Park Act, the Leichhardt LEP 2000, and other applicable planning instruments including the Callan Park Master Plan (as required by Clause 11 of SEPP 56).

Leichhardt Council will be the consent authority for future development applications pertaining to Callan Park.

5.4 Financial resources

Financial resources required to implement the Master Plan are outlined in the Financial Model in the Master Plan Report.

To achieve a sustainable financial position, the Callan Park Trust will need to develop new revenue streams which can be used to reduce the net funding requirements during development, and to fund ongoing maintenance and development of the park after completion.

The Financial Model assumes that the core activities of the Callan Park Trust will be based on a place management model, and that health services resources will be provided directly by health providers. The model provides for:

- park and infrastructure maintenance costs amounting to \$2 million per annum. This excludes annual building maintenance works estimated at \$1.7 million per annum, and park renewal works estimated by Council to cost an additional \$500,000 per year).
- building demolition, refurbishment and fitout of \$76 million over 11 years.
- \$600,000 to establish the Trust and approximately \$1 million per annum to operate.
- revenue exceeding expenses after 12 years, provided full market rent is achieved from all rentals.

Revenue is expected to be derived from sources such as:

- existing NGO tenants and government health occupiers.
- leasing of refurbished buildings for health, education and uses ancillary to the operations of the Trust.
- metered and ticketed parking, monthly parking licences and infringement notices.
- licenced use of sporting fields.
- events such as weddings, but excluding filming and photographic shoots due to NSW government policy.

Significant grant funding from the NSW government would be required to establish and operate the Callan Park Trust. A significant injection of funds for capital restoration of buildings and infrastructure, and implementation of the Action Plan, will also be required.

5.5 Reporting

A reporting structure and process between the Callan Park Trust, Leichhardt Council, and the NSW Government will be required to be established in the initiation stage.

In the initiation stage the Trust will also establish internal reporting processes, as well as reporting requirements from all site managers and tenants.

Such reports will include how objectives and performance targets set out in this Plan have been met.

5.6 Priority actions

The priority actions following on from this Draft Plan of Management are:

- 1 Public exhibition of the Draft Plan of Management and Draft Master Plan.
- 2 Review and consider comments and submissions received from the public exhibition.
- 3 Finalise Plan of Management and Master Plan.
- 4 Ministerial consideration and approval of final Plan of Management and Master Plan.
- 5 Establish the Callan Park Trust, including appointing a Board of Directors, the Mental Health Advisory Panel, the Community Advisory Panel, and staff.
- 6 Deliver key actions in the initiation stage (Year 1) of implanting the Master Plan and Plan of Management outlined in Table 5.1.

Table 5.1 Actions to implement in Year 1

| System | Actions to implement in Year 1 |
|--------------|--|
| Biodiversity | Undertake full tree assessment and management study and plan for the entire site. |
| | Undertake a terrestrial and aquatic habitat assessment. |
| | Develop a GPS enabled smart phone application providing botanic data across Callan Park. |
| | Relocate the colony of cats living within the Convalescence Cottages. |
| Built form | Develop a community consultation strategy to ensure local relevant community participation in the design and implementation of new buildings and adaptive reuse projects. |
| | Review and revise the endorsed Rozelle Hospital Conservation Management Plan 2002 to include the specific requirements of the 2011 Master Plan. |
| | Review and revise the CMP Adaptability Study to address the specific needs of the Callan Park Trust who will occupy the significant buildings to ensure that the CMP principles for the adaptive re-use of the buildings and site are met for each building. |
| | Prepare a condition audit of the buildings and landscapes of exceptional, high and moderate significance. Complete a schedule of essential repairs and maintenance of these elements for accurate pricing and future allocation of resources. |
| | Establish a panel of emerging architects to ensure the adaptive reuse of buildings meets the objectives of sustainability and design excellence. |
| | Develop a strategy for recycling of all building waste and rubble for on site use or disposed of in accordance with best practice methodology. |
| | Develop a strategy for commissioning of archaeological assessments as part of any construction work. |
| | Develop a signage strategy and design guide for street furniture and public domain materials. |

| System | Actions to implement in Year 1 |
|------------|--|
| Culture | Establish a facility based on the Cité Internationale des Arts model that focuses on artists with experience of mental health illnesses. |
| | Develop a public art and interpretation strategy. |
| | Develop an events management strategy. |
| Economy | Establish an accounts and legal team within the structure of the governance organisation. |
| Energy | Carry out full condition audit of all site wide services and infrastructure. |
| | Develop a decommissioning and upgrade strategy. |
| | Establish an energy monitoring and performance strategy for all buildings on Callan Park. |
| | Establish a Carbon Fund. |
| Governance | Establish Callan Park Trust |
| | Transfer management of foreshore land in control of NSW Maritime to the Callan Park Trust. |
| | Develop a guidance document for preparation of development applications including details of all relevant statutory controls that must be addressed. |
| | Rename and number buildings on Callan Park. |
| | Negotiate with Federal aviation authority to gain access through air navigation facility to proposed jetty on Glover Street. |
| Health | Commission further investigations into the location of the unmarked graves of former patients. |
| | Work with the cultural stakeholders on Callan Park to develop a national centre to promotion the linkages between Art, Mental Health and Wellbeing, including an international artist in residency program that focuses on 'outsider art' and artists who explore issues of mental health in their work. |
| | Work with the local sports groups and peak sporting organisations to develop programs for mental health service users. |
| | Establish a governance group for the mental health services on Callan Park that coordinates all related activities and has representation from mental health service users, carers and clinical professionals. |
| | Develop a charter for organisations on Callan Park to adapt that will make a commitment to providing employment and training opportunities for mental health service users within all organisations operating out of Callan Park. |
| | Work with aboriginal groups to establish how mental health services targeted specifically at Aboriginals can be provided on Callan Park. |
| | Establish a Mental Health and Community Wellness Centre providing NGO support services such as peer support, primary health care, psychiatric evaluations and lifestyle support, and research and training facilities. |
| | Develop an independent research and training organisation within the Mental Health and Community Wellness Centre to monitor and evaluate the various treatment programs and facilities provided to the mental health service users. |
| | Develop links with TAFE to provide onsite services for mental health consumers. |
| | Develop a framework to provide opportunities for mental health consumer led social |

| System | Actions to implement in Year 1 |
|-------------------------|--|
| | enterprises on Callan Park under the remit of a for-profit health use. |
| Pollution/ chemicals | Undertake site-wide contamination studies to support the Master Plan proposals and actions. |
| | Develop an ongoing remediation strategy for project delivery. |
| | Develop a framework for future uses to adhere to achieve zero pollutants, including establishing supply chains. |
| | Develop a framework for the collection of organic waste for onsite composting from surrounding neighbourhoods. |
| | Work with existing users on Callan Park to audit existing consumption of pollutants and chemicals and then develop strategies for achieving zero pollution. |
| | Undertake further investigation to determine extent of sediment pollution to foreshore seabed. Testing and remediation to be carried out as part of any foreshore works and projects. |
| Transport | Undertake parking and traffic management study to including signage, parking meters, permits, boom gates, enforcement etc. Regulation options to be determined through further consultation. |
| | Develop cycling strategy for Callan Park, including framework for cycle hire facilities and operations. |
| | Prepare a Traffic Management Plan for Callan Park which details the proposed road network, car parking arrangements and how impacts on the surrounding areas will be managed. |
| | Negotiate with Sydney Buses and Leichhardt Council to secure proposed bus route through Callan Park. |
| | Negotiate with MLR and Leichhardt Council to secure bus stop drop-off points at Lilyfield station and Rozelle Town Centre. |
| Waste | Audit existing waste consumption, waste generation and recycling practices. |
| | Develop strategies for achieving zero waste, including establishment of TAFE contacts to run onsite sorting and recycling courses for demolition rubble. |
| Water | Develop a strategy to meet the objective of Callan Park as a zero water development in the next twenty years. |

5.7 Monitoring and review of this Plan of Management

This Plan of Management is intended to be reviewed and updated within five years, ie. by 2016, with a major review by 2021. It should be updated hand-in-hand with the Callan Park Master Plan. The review should reflect changing community, Council and Trust priorities and issues, to take into account changes in legislation or Ministerial directions, and to recognise completed actions. Review of this Plan of Management should also take into account the outcomes of periodic reviews of State government legislation and plans, and Leichhardt Council's strategic and operational plans.

The Action Plan tables have a shorter life and therefore require more frequent review and updating. The Action Plan tables should be reviewed and revised yearly in accordance with budgets, works programs and changing priorities.

APPENDIX A

Potential uses and developments in Callan Park

This table provides a summary of potential land uses on the site, having regard to the zoning provisions of the Leichhardt Local Environmental Plan 2000 and to the *Callan Park (Special Provisions) Act 2002*.

| Permissible under Leichhardt LEP 2000 Public Purpose Zone | Permissible under Callan Park Act | Permissible use under both instruments |
|---|--|---|
| Advertisements | Only if ancillary to health, educational or community facilities | Yes |
| boarding houses <i>Boarding house means a building that is let in lodgings and which primarily provides lodgers with a principal place of residence for three months or more and generally has shared facilities such as a communal bathroom, kitchen or laundry and has rooms with one or more lodgers. It does not include a backpacker hostel, serviced apartments, a motel, private hotel or a building elsewhere defined in this Schedule.</i> | Yes if it provides a not for profit community service such as a community boarding home. | Yes |
| car parking | Only if ancillary to health facilities, educational or community facilities | Yes |
| child care facilities <i>Child care facility means a building or place used for the purpose of supervising or caring for children (such as a service of the kind provided at centres for long day care, child minding, pre-school or occasional care, or a multi-purpose child care or neighbourhood centre) which:</i> <i>(a) caters for 6 or more children up to 12 years old, and</i> <i>(b) may include an educational function, and</i> <i>(c) may be used for the hourly care of infants to enable their carer to participate in short-term activities, and</i> <i>(d) may operate for the purpose of gain, and</i> <i>(e) is not home based, but does not include home based child care.</i> | Yes if it provides a not for profit community service | Yes |
| clubs <i>Club means a building used by persons associated, or by a body incorporated, for social, literary, political, sporting, athletic or other lawful purposes whether of the same or a different kind and whether or not the whole or a part of the building is the premises of a club registered under the Registered Clubs Act 1976.</i> | Yes if it provides a not for profit community service | Yes |

| Permissible under Leichhardt LEP 2000 Public Purpose Zone | Permissible under Callan Park Act | Permissible use under both instruments |
|---|---|---|
| <p>community facilities Community facility means a building or place which may provide for the physical, social, cultural or intellectual development or welfare of the local community and may comprise or relate to any one or more of the following: (a) a public library, (b) public health services, (c) rest rooms, (d) meeting rooms, (e) indoor recreation, (f) child minding, (g) a youth facility, (h) any other like place or use, but does not include a building or place elsewhere defined in this Schedule.</p> | <p>Yes if it provides a not for profit community service</p> | <p>Yes</p> |
| <p>community gardens</p> | <p>Yes if it provides a not for profit community service</p> | <p>Yes</p> |
| <p>depots</p> | <p>Yes if it provides a not for profit community service or is if ancillary to health facilities or educational facilities</p> | <p>Yes</p> |
| <p>educational establishments Educational establishment means a building, or buildings, used as a school, college, technical college, TAFE establishment, academy, lecture hall, gallery or museum, but does not include a building used wholly or principally as a child care facility</p> | <p>Yes but only a university or any other facility providing educational services on a not-for-profit basis, but does not include a secondary school or a primary school.</p> | <p>Yes</p> |
| <p>hospitals Hospital means a building or place used for the purpose of providing professional health care services (such as preventative or convalescent care, diagnosis, medical or surgical treatment, care for people with developmental disabilities, psychiatric care or counselling and services provided by health care professionals), and includes: (a) ancillary facilities for the accommodation of nurses or other health care workers, ancillary shops or refreshment rooms and ancillary accommodation for persons receiving health care or for their visitors, (b) facilities situated in the building or at the place and used for educational or research purposes, whether or not they are used only by hospital staff or health care workers, and whether or not any</p> | <p>Yes as consistent with health facility definition. Note – does not have to be 'not-for-profit'.</p> | <p>Yes</p> |

| Permissible under Leichhardt LEP 2000 Public Purpose Zone | Permissible under Callan Park Act | Permissible use under both instruments |
|---|--|---|
| <p><i>such use is a commercial use,</i> <i>(c) a medical centre,</i> <i>(d) a health clinic,</i> <i>(e) any such building or place within a corrective or reformatory establishment,</i> <i>(f) a nursing home,</i> <i>(g) a special needs home.</i> Note – as noted above this definition includes wide range of health facilities</p> | | |
| high impact telecommunication facilities | No unless ancillary to permitted use | Generally No |
| <p>Markets Markets means the use of land on a temporary basis for the purpose of selling goods or providing services, but does not include a land use elsewhere defined in this Schedule.</p> | No unless community facility. The LLEP 2000 separately defines a market. It would be unlikely that a market could be run on a not for profit basis (unless directly associated with a not for profit community use). | Unlikely |
| passenger transport terminals | Yes if it provides a not for profit community service | Yes |
| <p>places of assembly Place of assembly means a building or place used for functions, conferences, theatre, cinema, concerts or dances or for any other similar use, and whether used for the purpose of gain or not, but does not include a place of public worship or an educational establishment.</p> | Yes if it provides a not for profit community or education service or is part of a health facility. | Yes |
| place of public worship | Yes if it provides a not for profit community service or is part of a health or education facility | Yes |
| police facilities | Yes if it provides a not for profit community service | Yes |
| public amenities | Yes if it provides a not for profit community service | Yes |
| <p>public buildings Public building means a building used as offices or for administrative or other like purposes by the Crown, a statutory body, a council, Australia Post or an organisation established for public purposes.</p> | Yes if it provides a not for profit community or education service or is a health facility (or part of one) | Yes |
| public transport stops | Yes if it provides a not for profit community service | Yes |
| <p>Recreation area Recreation area means: <i>(a) an area used for sporting activities or sporting facilities, or</i></p> | Yes with consent if the area supports a not for profit community or education service or facility or supports a | Yes |

| Permissible under Leichhardt LEP 2000 Public Purpose Zone | Permissible under Callan Park Act | Permissible use under both instruments |
|--|--|---|
| <p><i>(b) an area used to provide facilities for recreational activities which promote the physical, cultural or intellectual welfare of persons within the community, being facilities provided by:</i></p> <p><i>(i) the Council, or</i></p> <p><i>(ii) a body of persons associated for the purpose of the physical, cultural or intellectual welfare of persons within the community, but does not include a club, racecourse or a showground or other place elsewhere defined in this Schedule.</i></p> <p>Under the LEP, 'recreation areas' are permitted on the site without development consent.</p> | health service or facility. | |
| <p>recreation facilities</p> <p>Recreation facility means a building or place used for indoor or outdoor recreation, or a table tennis centre, squash court, swimming pool, gymnasium, health studio or bowling alley, or any other building of a like character used for recreation, whether used for the purpose of gain or not, but does not include a place of assembly</p> | <p>Yes if it provides a not for profit community or education service or is a health facility. Many of the uses in the definition of a recreation facility could either be defined as a community facility or as a health facility. For example, a health studio or gym could be either. The major difference however is that a community facility must provide a service on a not for profit basis but there is no such restriction on a health facility.</p> | Yes |
| transport depots | Yes if it provides a not for profit community service | Yes |
| water-based commercial and recreational facilities | No as it related to commercial use it is unlikely to qualify as a community facility | No |
| demolition | Yes if in relation to health facilities and educational or community facilities | Yes |
| Subdivision | Yes in accordance with the requirements of SEPP 56 and only if ancillary to the use of the land for a permissible use. | Yes |
| roads | Yes if ancillary to facility providing a not for profit community or education service or a health facility | Yes |
| <p>SEPP 5 housing</p> <p>SEPP 5 housing means housing described and provided for in <i>State Environmental Planning Policy</i></p> | 7(3) of The Callan Park Act specifically excludes 'development for the purpose of | Yes |

| Permissible under Leichhardt LEP 2000 Public Purpose Zone | Permissible under Callan Park Act | Permissible use under both instruments |
|--|---|---|
| <p><u>No 5—Housing for Older People or People with a Disability.</u></p> | <p>retirement villages'. 7(4) of the Callan Park Act states that SEPP 5 does not apply to Callan Park. The objective of SEPP 5 is to 'create opportunities for the development of housing that is located and designed in a manner particularly suited to those older people who are independent, mobile and active as well as those who are frailer, and other people with a disability regardless of their age'.</p> <p>Part 2 of SEPP 5 allows the development of housing for older people and people with a disability despite the provisions of any other environmental planning instrument. The Callan Park Act cancels out this provision that SEPP 5 should override other EPI's.</p> <p>However, the Callan Park Act does not exclude all forms of SEPP 5 housing, which is defined as 'residential accommodation which is or is intended to be used permanently as housing for the accommodation of older people or people with a disability which may consist of a residential care facility, a hostel or a grouping of 2 or more self-contained dwellings, or a combination of these, but does not include a hospital'.</p> <p>The fact that SEPP 5 is excluded does not necessarily mean that 'SEPP 5 housing' is not permitted as it is a permissible use under the LEP and does not rely on SEPP 5. Provided such housing provides a not-for-profit community service, it could potentially be permitted under</p> | |

| Permissible under Leichhardt LEP 2000 Public Purpose Zone | Permissible under Callan Park Act | Permissible use under both instruments |
|--|--|---|
| | the Callan Park Act. | |