

#### **4.4.7 Governance**

##### **Scope of the system**

The long-term governance structure of Callan Park will be key to the delivery of all the projects and actions set out in the 2011 Master Plan. Not only will this body have to plan, implement and manage many of the proposals it will have to work with Federal, State and Local Government to deliver the 'Wellness Sanctuary' concept.

Governance is the activity of governing. It is the democratic process of decision making and administration that will ensure public expectations for the Callan Park site are enacted. The governance system enables the granting of power to a selected group who should be elected or appointed through a transparent process and are responsible for the management or leadership processes with respect to the site. The governance representatives also have a responsibility to verify performance and to ensure the corporate goals of the governing body are delivered. The corporate goals for the governing body should be tied to the Master Plan and Plan of Management for the site.

In the case of Callan Park the governing body must be a not for profit organisation to facilitate delivery of the objects of the Callan Park Act.

##### **Existing condition and situation**

Governance of Callan Park is currently splintered across a number of government and non-government groups. The 61-hectare Callan Park site is currently owned by the NSW Department of Health. NSW Maritime own and control a strip of land along the foreshore at Iron Cove.

A range of leases for use of buildings have been granted by the Minister to various organisations including Sydney College of the Arts and the NSW Writers Centre. A comprehensive schedule of the existing leases and tenancies is contained in the financial model summary in the Master Plan Report.

Site maintenance and management is undertaken by at least four different groups including the Sydney Harbour Foreshore Authority (SHFA), NSW Department of Health, Sydney South West Area Health Service and some non-government organisations including WHO'S.

##### **Objectives and targets**

Implementation of the Callan Park Master Plan and Plan of Management requires the incorporation of an independent body that can operate at arm's length from government. One of its main objectives will be to depoliticise decision-making processes so that implementation

of long term actions and operations can be undertaken outside election cycles. Also the body needs to be able to negotiate with different tiers of government and various NSW State agencies as the Park provides both local and regional services.

The consultation work has identified that there is community demand for the body to function with public transparency and accountability. The Callan Park Act requires any transfer of management for buildings to either Council or a Trust. That means that the governance model must be either a Trust or Council-run body.

Due to the inter-governmental complexity, mix of uses, building and infrastructure restoration costs and size of the Callan Park project it would be prudent to adopt a Trust model. The governance model should make a complementary fit to the other NSW Government Park Trusts inside the Communities NSW, Sport Recreation and Parklands Cluster.

## Implementation

### *Trust structure and role*

The proposed governance model for Callan Park is a State owned Trust under the jurisdiction of the Director-General, Communities New South Wales inside the Sport Recreation and Parklands Cluster. The proposed Callan Park Trust would be located alongside existing state bodies in the cluster including, Illawarra Venues Authority, Parramatta Stadium Trust, Hunter Region Sporting Venues Authority, Centennial Park And Moore Park Trust, Parramatta Park Trust, Western Sydney Parklands Trust and Sydney Olympic Park Authority. Alternatively it may be located inside the Community Development Cluster.

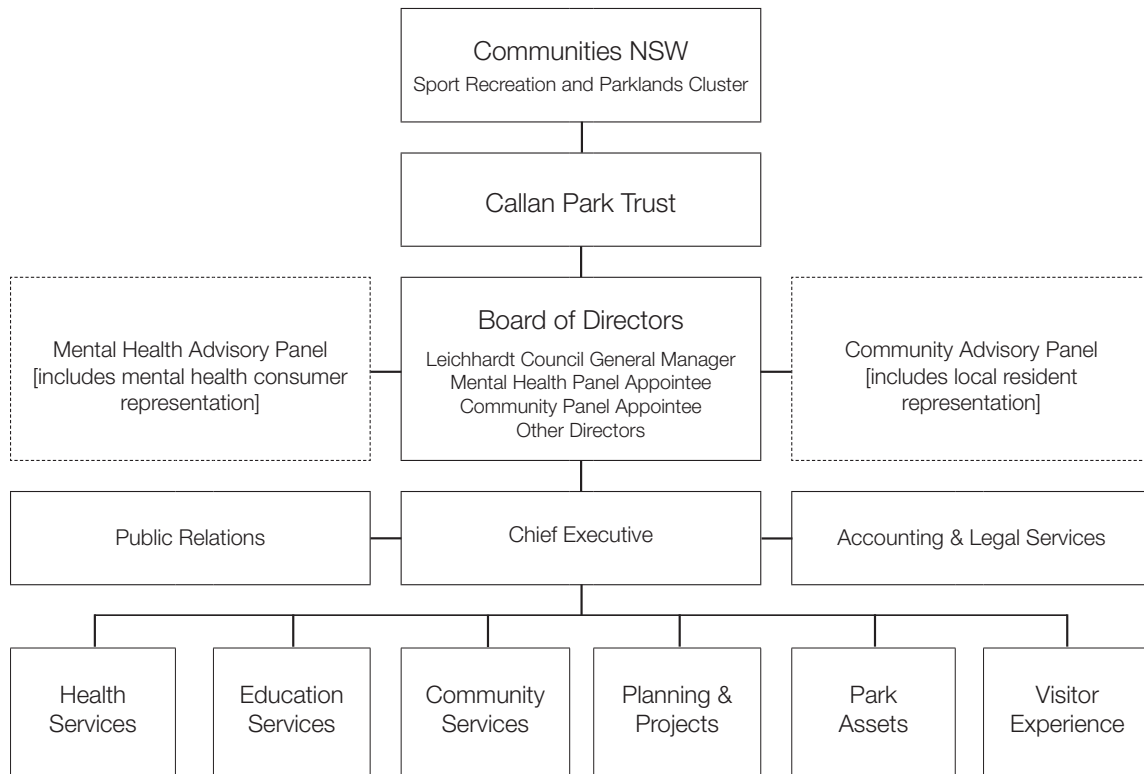
The Callan Park NSW Government Trust will be required to:

- implement the Callan Park Act and the Callan Park Master Plan 'Wellness Sanctuary' together with the Plan of Management across the entire 61 hectare site area.
- act as a not-for-profit financial vehicle for capturing and reinvesting revenue.
- attract and manage revenue streams while containing cost to create a long term sustainable bottom line.
- publish transparent financial reports that can be assessed against corporate objectives
- manage buildings as required by the Callan Park Act.
- manage complex inter-governmental jurisdictions between Federal, NSW and Local Government agencies across health, education and community services.
- utilise accepted models for similar sites such as for Centennial Parklands, Botanic Gardens and Parramatta Park.
- incorporate democratic community and Leichhardt Council representation.
- undertake security, maintenance and project delivery operations across the 61 hectare site.
- assemble and control a multi-disciplinary management and operations team.
- effectively manage the Callan Park cultural and natural heritage.
- manage the cost of maintaining ageing assets, including buildings and infrastructure, as well as the landscape and significant trees.

- ensure no future sub-division of the site occurs.
- act as the single body responsible for decision making at Callan Park.
- assemble a design advisory body including the master plan team to assist implementation of projects.

The proposed governance structure is shown in **Figure 4.8**.

**Figure 4.8 Proposed Callan Park Governance Structure**



The key mandate of the Board will be to implement the Callan Park Act and the Callan Park Master Plan 'Wellness Sanctuary' together with the Plan of Management.

It is proposed that the Trust be operated by a Chief Executive reporting to a Board of six Directors. Two advisory panels would be established covering Mental Health and Community Representation and each would elect and appoint a chair that would in turn be a Trust Board member. These panels will require a formal governance structure and regulation of operation. Three other Board members would be appointed by the NSW Government. The General Manager of Leichhardt Council would also be a Board member. Including the Chief Executive, the Board would consist of a total of seven members.

Park operations would be conducted through six primary directorates, each led by a Manager reporting to the Chief Executive and Board of Directors. Three directorates being Health, Education and Community are included in accordance with delivering the objects of the Callan Park Act. An additional three directorates are included in line with similar Trusts in NSW.

### ***Advisory Panels***

The chair of each advisory panel from the Mental Health Advisory Panel and Community Advisory Panel would provide strategic advice to the Board, assisting in measuring and monitoring the Trust's performance against the Master Plan, Plan of Management and corporate business strategy.

#### **Mental Health Advisory Panel**

The mental health panel would consist of an executive committee, an eminent chairperson well qualified in mental health, and general community membership. The panel would canvas broad representation including; various stakeholders, mental health consumers and carers, health professionals, government health experts, mental health community groups and interested members of the general community.

The chair and executive committee would have the capacity to establish a set of standing committees from the general membership to provide it with specialist advice in a number of key areas (eg, a consumer advisory committee, a government liaison committee, a quality evaluation committee, etc). The panel would provide external advice to the Trust Board on daily operational matters concerning the mental health services across the site. The Chair would be a member of the Trust Board.

#### **Community Advisory Panel**

The community panel would consist of an executive committee, an eminent chairperson well qualified in local issues, and general community membership. The panel would canvas broad representation including; various stakeholders, special interest groups and interested members of the general community.

The chair and executive committee would have the capacity to establish a set of standing committees from the general membership to provide it with specialist advice in key areas. The panel would provide external advice to the Trust Board. The Chair would be a member of the Trust Board.

### ***Directorates***

#### **Health Services**

Led by an Operations Manager, Health Services will coordinate communications across the various mental and physical health service providers on the site. It will ensure that facilities are efficiently shared and managed to obtain the most effective benefits to the site users and mental health consumers. Valuing the primacy of mental health services provision, the directorate will engage with the site tenants to foster and facilitate the delivery of site wide health programs.

#### **Education Services**

Led by an Operations Manager, Education Services will coordinate communications across the various education providers on the site. It will ensure that teaching facilities are efficiently shared and managed to obtain the most effective benefits to the site users. Valuing the primacy of mental health services provision the directorate will engage with the site tenants to foster and facilitate cross site education programs. As an existing site tenant, Sydney College

of the Arts will be a valued partner and their art programs can be integrated into vocational training programs for people with mental illness.

### **Community Services**

Led by an Operations Manager, Community Services will coordinate communications across the various community services providers on the site. It will ensure that community facilities are efficiently shared and managed to obtain the most effective benefits to the site users. Valuing the primacy of mental health services provision the directorate will foster and facilitate programs designed to unite the community. The cultural cluster and sports and recreation facilities will form a major part of the remit of this directorate.

### **Planning and Projects**

Led by a Design Manager, Planning and Projects will enable and deliver significant capital works and other major projects of long-term importance. It also will manage a range of stakeholder issues. The directorate will be tasked with selecting the design excellence panel of emerging architects that will form the group from which building restorations and adaptive reuse project designers will be selected. The directorate will seek advice from the Master Plan team on ongoing planning, design and implementation issues to ensure the Master Plan is delivered according to the Plan of Management actions.

### **Park Assets**

Park Assets will be closely aligned with the Planning and Projects directorate and will manage the maintenance and presentation of the physical fabric of the Park. Its remit includes management of the landscape, buildings, sustainability programs and services infrastructure. It also is responsible for site security and surveillance.

### **Visitor Experience**

Visitor Experience will manage the Trust's venue services, events, visitor programs and its marketing and communications strategies. It will work closely with the public relations department. It will have an objective to integrate the needs of mental health consumers and the community.

### ***Further studies***

The final organisation of the governance structure will require refinement through additional studies and consultation with the State government.

## **Figure 4.9 Governance in Callan Park**

Sydney water pumping station - black water mining for non-potable water reuse supply to Callan Park buildings

Foreshore land in control of NSW Maritime to be managed by the Callan Park Trust

Establish access to new jetty at the end of Glover Street for launching row boats to launching row boats

Air Navigation facility

Rivendell/Broughton Hall to be restored and used as the governance headquarters of the long-term governance of Callan Park

Site security, maintenance, asset administration and bicycle storage compound - screening and design of compound perimeter designed to minimise impact on heritage gardens

Rozelle Child Care Centre - 21 year lease

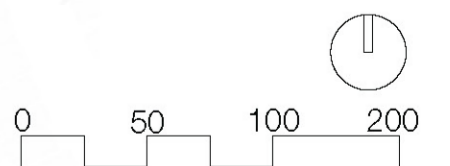
New drop-off layby for Rozelle Child Care Centre on Balmain Road - access through existing gate in wall

Sydney College of the Arts - 99 year lease

New Cecily Street vehicular access

# CALLAN PARK MASTER PLAN

# GOVERNANCE



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**Table 4.8 Governance actions in Callan Park**

<b>No.</b>	<b>Action</b>	<b>Staging</b>	<b>Responsibility</b>	<b>Performance target</b>	<b>Method of measurement</b>
7.1	Transfer management of foreshore land in control of NSW Maritime to the Callan Park Trust.	Initiation	PA	Coordination of ongoing management arrangements with NSW Maritime.	Transfer of management confirmed in correspondence.
7.2	Develop a guidance document for preparation of development applications including details of all relevant statutory controls that must be addressed.	Initiation	PP	Statutory controls to be addressed in development applications are explained in a document issued to the Trust and applicants. Development applications meet statutory requirements.	Development application reports to Leichhardt Council.
7.3	Rename and number buildings on Callan Park.	Initiation	PP/PA/ CS	Work with site tenants and community panel to rename and number buildings.	Map and list of new building names and numbers.
7.4	Negotiate with Federal aviation authority to gain access through air navigation facility to proposed jetty on Glover Street.	Initiation	PP	Negotiations with Federal aviation authority undertaken. Access to proposed jetty on Glover Street.	Public access to the end of Glover Street confirmed in correspondence from Federal aviation authority.
7.5	Assemble a design advisory body including the master plan team to assist implementation of projects.	Initiation	PP/PA	Ongoing review of project implementation by design advisory team	Design implementation meets the objectives of the master plan
7.6	Screen and design the perimeter of the site security, maintenance, asset administration and bicycle storage compound perimeter.	Short term	PP/PA	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous materials. Use design panel to develop detail design and tender documentation and gain necessary	Landscape report. Use of compound and perimeter monitored by site security.

No.	Action	Staging	Responsibility	Performance target	Method of measurement
				statutory approvals. Compound perimeter screened. Minimal impact on heritage gardens.	
7.7	Establish access to new jetty at the end of Glover Street for launching watercraft.	Medium term	PP/PA	Use of the proposed jetty on Glover Street for launching watercraft.	Observations of use. Positive feedback from jetty users.
7.8	Design and construct new drop-off layby for Rozelle Child Care Centre on Balmain Road, with access through the existing gate in the wall.	Medium term	PP/PA/ ES	Work with RCCC to achieve new drop-off layby on Balmain Road. No conflicts between pedestrians and traffic.	Observations of use of drop-off layby.
7.9	Establish a new vehicular access point at Cecily Street.	Medium term	PP/PA	Co-ordination with RTA to implement changes in site access. New vehicular access point at Cecily Street.	Traffic counts to establish use of new vehicular entrance.
7.10	Enter into a 21 year lease with Rozelle Child Care Centre.	Ongoing	ES	Co-ordination of management with RCCC.	Lease agreement between the Trust and RCCC.
7.11	Manage the area occupied by Sydney College of the Arts according to its 99 year lease.	Ongoing	ES	Co-ordination of relevant site management with SCA. Work with SCA to develop framework for linkages between arts and mental health.	Site management is carried out according to agreed procedures.