

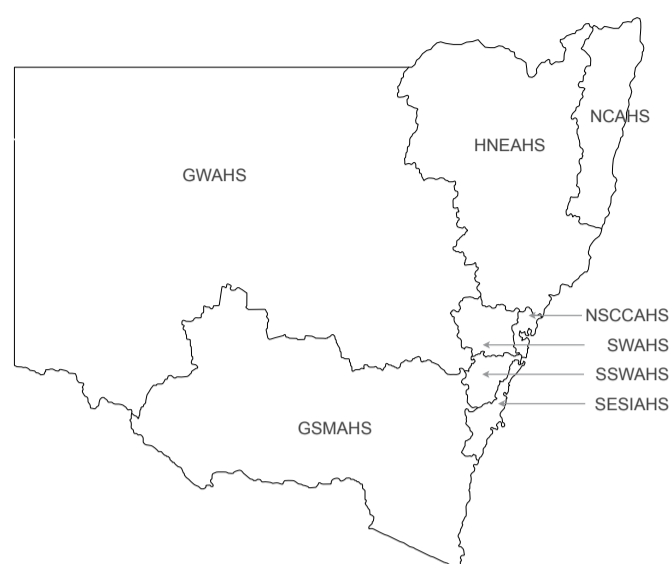


## STAGE 03 | SUB PRINCIPLES



Sub Principle option 1	% of collective community support	Sub Principle option 2	% of collective community support	Guiding Purpose that Sub Principle is aligned to
Discourage arts and cultural uses	18	Encourage arts and cultural uses	82	Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park
No change	21	Interactive education about health and sustainability	79	Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park
Health community educational facilities for the community	63	Health community & educational facilities for patients	37	Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park
Shared values	63	Shared identity or "brand"	37	Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park
Non-acute care	68	Acute care	32	Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park
Focus on wellness	74	Focus on illness	26	Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park
Recovery oriented	75	Treatment oriented	25	Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park
Business as usual	15	Clean and recycle storm water	85	Governance
Business as usual	19	Zero carbon emissions	81	Governance
"Decision making based on what is best for individuals or specific groups	21	Decision making based on what is best for the community	79	Governance
Export waste to land fill	22	Recycle on site	78	Governance
Import food from elsewhere	23	Grow sustainable crops onsite for consumption in the park	77	Governance
Business as usual	26	Zero Sydney water use	74	Governance
Reliance on ongoing public funding	43	Self sustaining financial model	57	Governance
A local asset	53	A regional resource	47	Governance
Participatory democracy led by council	56	State statutory trust	44	Governance
Use coal fired electricity	19	Install and use 100% renewable energy	81	Preserving and Managing Open Space
No change	24	Reinstate natural waterways/wetlands	76	Preserving and Managing Open Space
Wild gardens	38	Restored heritage gardens	62	Preserving and Managing Open Space
Unstructured open space	42	Discrete organised park spaces	58	Preserving and Managing Open Space
Bushland	59	Botanic garden/manicured lawns	41	Preserving and Managing Open Space
No change	25	Interpretive signage/trails	75	Preserving the Heritage Significance of Callan Park
Heritage collection in state library	36	Museum with on site heritage collection	64	Preserving the Heritage Significance of Callan Park
Focus on mental health history	38	Pre-settlement to now	62	Preserving the Heritage Significance of Callan Park
Exhibitions in Kirkbride	39	Park Art installations	61	Preserving the Heritage Significance of Callan Park
Seek separate funding for restoration	46	Offset tenants rents for commitment to heritage restoration	54	Preserving the Heritage Significance of Callan Park
Memorial Benches	58	Memorial gardens	42	Preserving the Heritage Significance of Callan Park
"No change	21	Welcoming pedestrian safe entrance ways	79	Public Access to Open Space that offers Active & Passive Recreation
No change	26	Increase open space by removing buildings with no heritage significance	74	Public Access to Open Space that offers Active & Passive Recreation
No change	27	Ferry/water taxi wharf	73	Public Access to Open Space that offers Active & Passive Recreation
No change	28	Improve night access with lighting	72	Public Access to Open Space that offers Active & Passive Recreation
Keep parking scattered	38	Move parking to the edges	62	Public Access to Open Space that offers Active & Passive Recreation
Internal picnic areas	42	Waterfront picnic areas	58	Public Access to Open Space that offers Active & Passive Recreation
Informal shared paths	44	Formalised running/walking/cycling circuits	56	Public Access to Open Space that offers Active & Passive Recreation
No change	47	More sporting fields	53	Public Access to Open Space that offers Active & Passive Recreation
Uncontrolled parking	49	Controlled (paid) parking	51	Public Access to Open Space that offers Active & Passive Recreation
Flexible, lively public park	51	Contemplative Sanctuary	49	Public Access to Open Space that offers Active & Passive Recreation
"Balmain Rd bus stops	64	Bus stops on site	36	Public Access to Open Space that offers Active & Passive Recreation
Pedestrian priority	78	More car access	22	Public Access to Open Space that offers Active & Passive Recreation
Integrate Bay Run	84	Remove Bay Run	16	Public Access to Open Space that offers Active & Passive Recreation

ABOVE RIGHT. Table 1. Sub principles.



## Sector Mapping Project Report 2010

MHCC

The Mental Health Coordinating Council [MHCC] provided the design team with raw data from their ongoing Sector Mapping Project:

*"The NSW Mental Health Community Managed Organisation [CMO] Sector Mapping Project focuses on CMOs providing Mental Health services for people affected by Mental Health problems, their families and carers in NSW. Through this project the MHCC seeks to achieve two objectives:*

- *Develop a current picture of the community managed Mental Health sector in NSW; and,*
- *Provide information, using evidence based methodology, to guide in future planning and sector development.'*

### Executive Summary MHCC Sector Mapping Project 2010

The report used written surveys of NGOs operating in NSW and the MHCC estimated that between one half to a third of all organisations responded. The material reviewed by the design team provided data based on seven core service programme areas, these were:

- Employment & Education
- Accommodation Support & Outreach
- Self-help & Peer Support
- Helpline & Counselling Services
- Leisure & Recreation
- Information, Advocacy & Promotion
- Family Support & Carer Programs

The graphs on page 103 summarise the relevant data used to support the proposal for the Mental Health concept for Callan Park, the key issues identified were:

- The Sector Mapping Report identified four hundred and fifty six NGO Mental Health service providers in NSW.
- Only thirty-five offer services on a statewide basis
- That urban areas have a greater number of services than rural area proportionally to population

The Sector Mapping Report also explored programme gaps by asking:

"What Mental Health services do your clients require that they are unable to obtain?"

The survey found that "the majority of respondents stated that clients need better access to clinical services" The respondents in the Sydney South West area Health Services identified the following gaps:

- 18% All services needed
- 18% Accommodation/Respite
- 18% Co-existing conditions
- 12% Child & adolescent services
- 12% Clinical services
- 6% Believed current services are adequate
- 6% Longterm treatment and support
- 6% Emergency services
- 6% Services catering for disability

### Acute and sub acute beds in NSW

Using data from the 2007 NSW Health "Mental Health Bed Types for Inpatient Units" report the design team mapped the proportion of acute and sub-acute beds proportional to population [see figure 1].

### Trends

The Master Plan team identified the following trends from the data reviewed:

- SSWAHS has a comparatively good provision of NGO services
- there are still large gaps across all services
- The biggest gaps in individual services are: co-existing conditions, child services and clinical services
- SSWAHS has a good provision of acute beds proportional to it's population
- SSWAHS has an under provision of non acute beds proportional to it's population

## THE MENTAL HEALTH SERVICES VISION

### Vaughan Carr

The Mental Health framework focuses on the overarching principle of 'wellbeing' in the context of sub-acute Mental Health service provision. The framework responds to the gap between acute hospital care and community living, and identifies the following three stands with key elements that should be addressed to promote wellbeing:

### Health and Lifestyle

- Physical fitness
- Healthy eating
- Freedom from disease
- Leisure

### Social connection

- Family
- Intimate relationships
- Friendship, companionship

### Participation

- Education & training
- Employment
- Productive engagement

The Mental Health framework sets out five service areas that can be provided on Callan Park to contribute to mental health recovery and wellness, these are:

1. Health and Lifestyle
2. Participation and Social Engagement
3. Short to Medium Term Residential Care
4. Information and Support
5. Education, Training and Research

Each area is discussed below.

### Health and Lifestyle

The issues:

- Lifestyle
- Obesity, inactivity, poor nutrition, smoking, drug use
- High rates of physical disease
- Metabolic syndrome, cardiovascular disease [stroke, heart attack], diabetes, respiratory disease
- Poor access to medical services
- Inadequate identification & treatment of physical health problems
- Premature mortality
- Shorter life expectancy [~15 years]
- Mortality 2-3x the general population

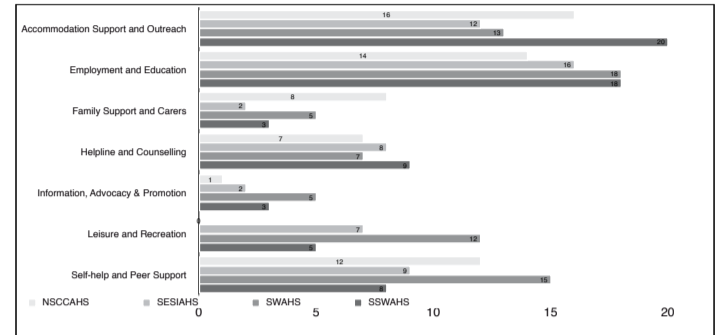
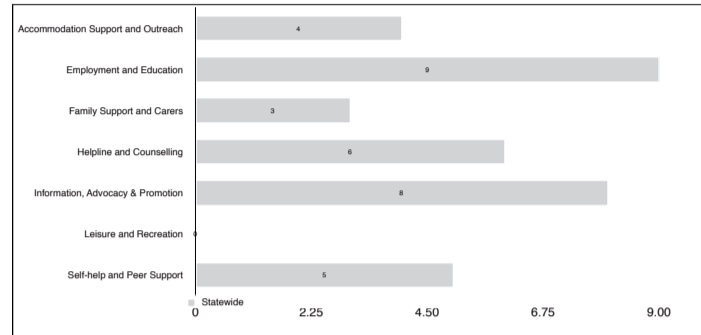
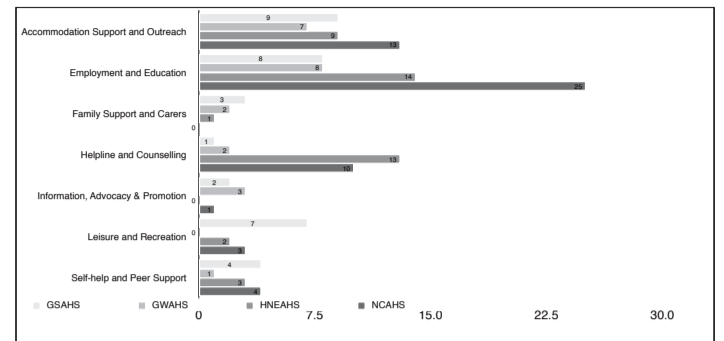
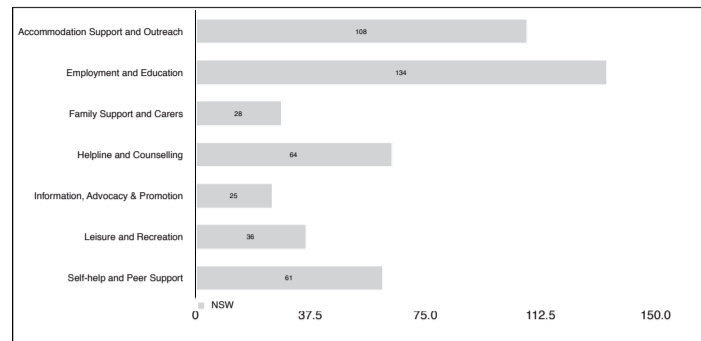
Potential Health and Lifestyle services:

- Primary care [GP] clinics to assess, treat & monitor physical health problems
- Dietary assessment, advice and assistance for healthy eating
  - Physical fitness assessment, advice, training, exercise and sporting activities
  - Smoking cessation programs & alcohol/drug treatment programs
  - Recreational and creative arts activities

### Participation and Social Engagement

The issues:

ABOVE RIGHT. Health sector locations.



Area	Acute beds [total number]	Acute beds [% NSW total]	Non-acute beds [total number]	Non-acute beds [% NSW total]	% share of NSW population
NSW	1390	100%	552	100%	100%
Sydney metro	1090	78%	303	55%	-
SSWAHS	296	21%	74	13%	20.5%
SESAHS	228	16%	14	14%	17%
NSCCAHS	315	23%	80	14%	16%
SWAHS	251	18%	135	24%	16%

- Failure to complete education & training
- Unemployment
- Boredom & inactivity
- Impaired social skills
- Social isolation & loneliness
- Suicide

Potential Participation and Social Engagement services:

*Prevocational & job-readiness skills training*

- Cooperative & commercial enterprise employment & training opportunities
- Supportive TAFE training programs
- Job skills & vocational training
- Supported employment programs [IPS - Individual Placement & Support]
- Supplementary treatment programs [cognitive remediation, cognitive-behaviour therapy, social skills training, problem-solving skills training]
- Social engagement and relationship building opportunities

Short and Medium Term Residential Care

The issues:

- Not all who are discharged from acute care are fully able to return to community living; there is a shortage of sub-acute [step-down] beds to aid this transition
- Acute [crisis] care could be averted by planned, elective admission to sub-acute [step-up] beds to nip emerging problems in the bud
- Although many could access the aforementioned services on a day [outpatient] basis, many more who live at a distance from Callan Park would require accommodation for the days-weeks

they are accessing these services.

Potential Short and Medium Residential Care services:

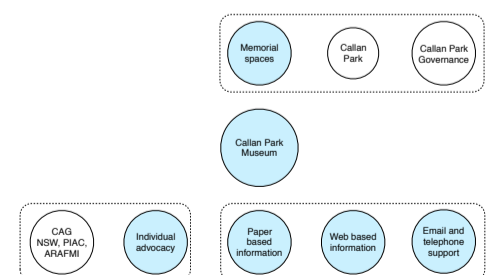
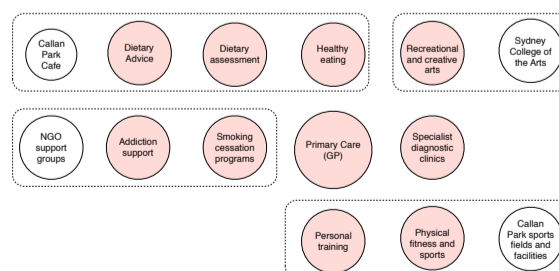
- A spectrum of types of non-acute accommodation for people accessing on-site services could be available:
- Low support - hostel or serviced apartment style for those who are relatively independent or have a carer/relative accompanying them
- Medium support - time-limited HASI-like varied levels of support for those with less independence and requiring some supervision
- High support - more traditional sub-acute hospital-style facility
- Potential purposes of residential care include:
  - Diagnostic re-evaluation and clinical re-assessment
  - Stabilization of treatment and monitoring of response
  - Special investigations or therapeutic procedures
  - Initiation of new treatments
  - Intensive rehabilitation accessing on-site services

Information and Support

The issues:

- Need for carer/family information and support
- Need for general information about mental illness
- Need to illustrate and commemorate the history of Mental Health services on the Callan Park site and to honour the people that have been part of that history

Potential Information and Support services:



TOP: NGO programmes - total in NSW

SECOND FROM TOP: Figure 1. Acute and Sub-acute beds.

BOTTOM RIGHT: Figure 2 Information and Support

BOTTOM LEFT: Figure 3 Health and Life style

- Provision of electronic and paper-based information on mental illness for carers, families and the general public
- Provision of web-based family/carers psycho-education and coping skills programs backed up by email and telephone support
- Establishment of a Mental Health museum and memorial space

**Education, Training and Research**

The issues:

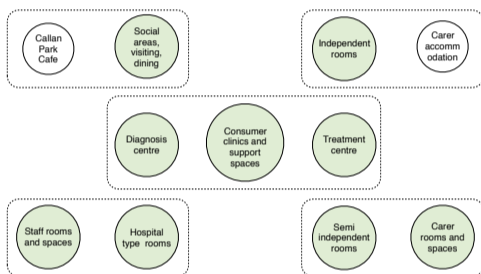
- Health and related staff need continuing education and training to keep their knowledge and clinical skills up to date
- Knowledge of new Mental Health treatments and rehabilitation interventions constantly needs to be acquired
- There is a need for routine, systematic measurement and evaluation of the effectiveness of existing treatments and rehabilitation strategies delivered in Mental Health services

Potential Education, Training and Research services:

- Provide facilities to conduct education and training sessions for health professionals, including psychiatrists in training, psychologists, Mental Health nurses, counselors, general practitioners and other medical, health and related professionals
- Establish research facilities for the scientific investigation of new treatments and rehabilitation interventions and measure systematically the effectiveness of existing treatments and rehabilitation strategies

**Mental Health framework summary**

The framework provides five Elements: Health and Leisure, Vocational and Social, Short and Medium Term Residential, Information and Sup-

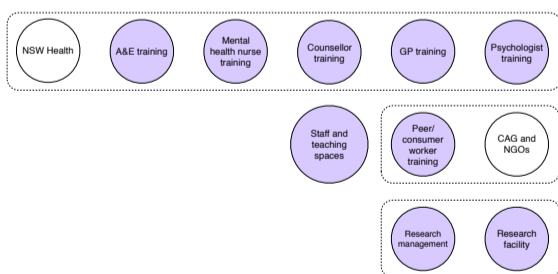


port and Education, Training and Research. It's Unique - Nothing like it elsewhere in Australia, yet fills a gap in the process of recovery and achievement of wellbeing It's future-orientated and it has the potential to establish a new, model service to be emulated in other locations

**Referral and admissions procedure**

Because the concept is focused on non-acute services all activities and services will be offered on a voluntary basis. There will be six potential routes to the services on Callan Park:

- NGO referral
- Acute service/ hospital referral
- GP referral
- Private psychiatrist referral



- Community Mental Health team
- Self referral
- Referral and admissions procedure

**Intake and treatment planning**

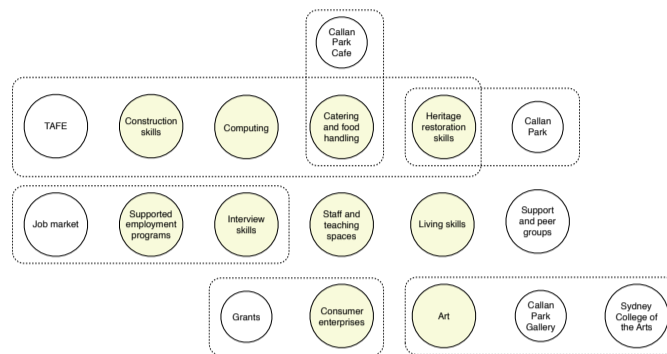
Comprehensive multi-disciplinary clinical evaluation comprising diagnostic assessment, disability profile and evaluation of areas of strength, as well as social and occupational functioning. Formulation of a treatment and rehabilitation plan on the basis of this assessment using a recovery and wellness focus.

**Continuing recovery plan**

Compilation of a comprehensive continuing treatment plan that is clearly documented for communication to relevant health care providers to ensure ongoing implementation of the individual recovery-focused intervention plan on the person's return to their usual Mental Health care provider(s).

**Building condition inspection**

During this stage of the project an inspection of the accessible buildings on Callan Park was conducted. Members of the Master Plan team from McGregor Coxall and DCWC carried out this inspection. Where possible the team accessed the internal spaces within these buildings and documented the current situation with photos and



notes. The purpose of the inspection was two-fold, to understand the potential for adaptive re-use of the existing internal configurations and to make a condition assessment that could inform decisions about demolitions and provide a basis for generating project costs. This inspection revealed a number of recurring issues:

- Asbestos, both sealed and damaged used in dry-lining, soffits and perimeter fencing
- Broken windows, graffiti and vandalism
- Water ingress caused by damage to roofs and down pipes
- Stolen down pipes and other base metal fittings
- Subsidence - limited to the group of properties around the Balmain Oval
- Degraded finishes and decoration
- Damage to structures caused by pests and rodents
- Damage to structures caused by unchecked vegetation growth
- The findings of the inspection can be found in the asset register APPENDIX XXX.



TOP LEFT. Residential LOWER LEFT. Figure 4 Education and Training, TOP RIGHT. Figure 5 Vocational LOWER RIGHT. Consumer and Referral and Admission process

## CONSULTATION SUMMARY

### City Marketing

The processes used for community engagement during stage three of the project included the interactive project website, community workshops, forums and meetings.

### Online consultation and participation

Website open for feedback - 23 August until 17 September  
Registered users were invited to use interactive sliders to show the Master Plan Team how they prioritised the issues the Master Plan should address. The collective results of this process were illustrated in an animated Character Collage that highlighted:

- The importance of a focus on wellness and recovery
- The need to maintain a natural and sustainable environment
- The need for pedestrian priority and public transport
- The desire for facilities for the community, and:
- The importance of Callan Park's open spaces.
- Together with the Project Principles, this feedback was used to inform the draft Master Plan.

### Website visitation

The following statistics show the online traffic generated during stage three of the web based consultation:

- 1,901 Visits
- 7,421 Pageviews
- 3.90 Pages/Visit
- 04.38 Average minutes on site per visit

### Community workshops

Community Workshop 5 - Mental Health - Wednesday 25th August

The Mental Health Workshop was a significant milestone for the Callan Park Master Plan. Forty Three attendees (including representatives of key Mental Health consumer organisations) listened to Professor Vaughan Carr describe how he had incorporated community submissions into a wide-ranging suite of Mental Health services for Callan Park. The attendees formed groups and arranged themselves at seven tables, first to hear the presentations and then to work through the concept.

Workshop attendees endorsed the Master Plans team's proposal to develop a new Project Principle for Mental Health based on the 3 recurring themes of the table discussions: Wellness, Community and Recovery. Of the seven tables, 6 agreed to support the five areas of focus.

The role of consumers, carers and mental health practitioners in managing the delivery of Mental Health services was a strong focus for the night's discussions. There was also considerable debate about the role and scope of research, and about the extent and style of any residential care 'beds' at Callan Park. But for the first time, the community endorsed a guiding mental health framework within which these debates could occur. Callan Park, with a focus on Wellness, Community and Recovery, was positioned to become a new world-leading model of mental health care.

Community Workshop 6 - Communities of interest - Saturday 28th August

Workshop 6 on Saturday 28 August created an opportunity to form 'communities of interest' around tables to discuss the Sub Principles of the Master Plan and demonstrate how particular interests could contribute to a vision of Callan Park as a 'wellness sanctuary'. More than 60 participants self-selected an interest, making for lively table presentations about Bushcare, Sustainability, Heritage, Arts & Culture, Dogs, Community Gardening, Transport, City Farm, Disability and Services for Older People, and Open Space & Walking.

The workshop demonstrated the synergies across the interest groups. The workshop provided the forum for smaller 'communities of interest' with individual goals and needs to express their opinions. The format of this workshop enabled participants to explain and to understand where these goals and needs overlap. There was strong support for a Master Plan that can deliver the many dimensions of mental and physical wellness envisaged by the Callan Park [Special Provisions] Act 2002.

### Stakeholder engagement

Monday 9 August – The Hon. Verity Firth MP

Purpose:

To provide the local member an update on the progress of the Master Plan, the emerging issues and community participation.

Issues:

- Community participation and workshops
- The Bay Run

Tuesday 10 August - Existing lease and landholders

Purpose: to provide an update and to hear presentations about current operations at Callan Park.

Issues:

- Mental Health
- Community participation and workshops
- Presentations about current operations
- Summary of Culture and Arts provision within Leichhardt Local Government Area

Monday 16 August - Sydney Harbour Foreshore Authority

Purpose: to discuss ongoing management arrangements for Callan Park and matters relating to future studies to be commissioned by SHFA.

Issues:

- Contamination and vegetation studies
- The Bay Run Development Application

