

**COPY**

WOOLLAHRA MUNICIPAL COUNCIL

**REDLEAF  
PLAN OF MANAGEMENT**

ADOPTED BY COUNCIL AT ITS  
MEETING OF 15 DECEMBER 1997



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## **GLOSSARY**

### **REDLEAF**

That area within the Redleaf Plan of Management boundary as shown in **Figure 1**. **Figure 1** shows the location of the buildings and other relevant features of Redleaf.

### **REDLEAF HOUSE**

The original mid-19th century substantial Italianate mansion prior to the additions and alterations for Council chambers and offices.

### **HISTORIC REDLEAF**

Redleaf House once restored and adapted for community use.

### **CORPORATE REDLEAF**

The proposed two level earth-sheltered Council offices and parking, the masterplan and cross section for which are shown in **Figures 4 and 5**.

**SUMMARY**

This Plan of Management (Plan) has been prepared for Woollahra Municipal Council in accordance with the *Local Government Act 1993*. It applies to Redleaf, the two hectares of Council-owned community land in Double Bay which fronts on to both Seven Shillings Beach Sydney Harbour and New South Head Road. The area covered by the Plan is shown in **Figure 1**.

Woollahra Council has decided to undertake alterations and additions to the existing Council chambers and offices at Redleaf to improve service delivery to Council's community and to improve working conditions for staff. These changes also provide Council with an opportunity to restore the heritage values of "Redleaf House" thereby enhancing its use as a community facility.

As part of the renovations process, Council has decided to prepare a Plan which responds to and protects the values and significance of Redleaf for the current and future communities of Woollahra and Sydney.

The Plan is intended as a management tool for Council officers over the next five years. It addresses Redleaf's long-term management, including the proposed redevelopment, and provides review and amendment mechanisms to facilitate the consideration of leasing and licencing issues as they arise. The Plan also identifies long-term goals and values, and establishes objectives, strategies, performance targets and performance measurements which are commensurate with the Plan's five year span.

The Plan supports an emerging vision being formulated by Woollahra Council for the whole of the Municipality. This emerging vision is the subject of ongoing consultation and discussion and is yet to be formally adopted by Council.

This emerging vision for Woollahra Municipal Council is:

- A high quality environment characterised by:
  - a distinctive and diverse residential area;
  - a sense of history; and
  - its harbour-side, parkland and garden setting
- and supporting and promoting:
  - an active and informed community; and
  - efficient social and physical infrastructure.

## REDLEAF PLAN OF MANAGEMENT

## **1 ABOUT THIS PLAN**

### **INTRODUCTION**

This section defines the purpose of the Redleaf Plan, the time period covered by the Plan, and the contents of this document.

### **PURPOSE**

This Plan of Management for Redleaf has been prepared for Woollahra Municipal Council. It has been prepared by a team including:

- Manidis Roberts Consultants, who assisted Council in the drafting of the document;
- Alan Jack + Cottier Architects, who prepared the graphics;
- Phillips Fox Solicitors who provided legal advice; and
- Woollahra Municipal Council officers.

The purpose of the Plan is to provide Council, for the first time, with management direction for the future enhancement and management of Redleaf. In addition, the Plan is designed to gain community feedback on the management direction.

The Plan has been prepared in response to:

- the important values and high significance of Redleaf as Council's civic and administrative focus, its heritage values, its cultural and information values, and its recreational values;
- the lack of an adopted Management Plan for the whole of the community land at Redleaf;
- Council's vision to restore and adapt "Historic Redleaf" to provide enhanced community access consistent with its heritage values;

- Council's proposed alterations and additions of Council administrative, library and civic facilities on the Redleaf site - a site associated with the operation and development of Woollahra Council since 1947 and headquarters of its library since the late 1950s; and
- Council's desire to undertake further investigation and public consultation in relation to leases and licences which may be appropriate for Redleaf.

This Plan is guided by Council's responsibility to effectively manage community land in accordance with the *Local Government Act 1993*, see **Section 2.1**.

### **TIME PERIOD COVERED BY THIS PLAN**

This Plan contemplates a shorter rather than a longer time frame. This is in part due to the foreshadowing by the NSW Minister for Local Government of a review of the provisions of the *Local Government Act 1993*, scheduled to occur in late 1997.

This Plan is scheduled to be reviewed and amended within five years. It identifies a long term goal for the community land at Redleaf and also includes specific management objectives for both the short term and the long term.

Some flexibility in the Plan's time frame is also required. Amendment to the Plan (which provides for public consultation) may be required to respond to the changing circumstances generated by Council's redevelopment of Redleaf facilities, as well as to give effect to any leases and licences considered appropriate arising from the additional investigations and community consultation foreshowed in this Plan.

### **CONTENTS OF PLAN**

This Plan is divided into two parts.

#### **Part Two - Management Context**

This part places the Plan within its management context. It includes the legislative framework which applies to the land, describes the land to which the Plan applies, and establishes a vision, goal and values for the management of the site.



### Part Three - Implementation

This part deals with the implementation of the Plan and its recommendations. The part develops six objectives for the management of Redleaf. Management strategies, performance targets, and performance measurements are then established for each objective.



## 2 MANAGEMENT CONTEXT

### 2.1 LEGISLATIVE FRAMEWORK

#### INTRODUCTION

This section describes the legislative framework which dictates the legal requirements of this Plan of Management.

#### LOCAL GOVERNMENT ACT 1993

The *Local Government Act 1993* requires that all community land owned or controlled by councils be the subject of a Plan of Management, with the aim of ensuring that community land be maintained for the use of the community. This Plan has been prepared in accordance with the requirements of the Act. **Table 1** demonstrates how the Act is satisfied.

Table 1 – How the Local Government Act (1993) is satisfied

| <b>A Plan of Management Needs to identify:</b>   | <b>How the Plan of management meets the act:</b>   |
|--|--|
| <ul style="list-style-type: none"> <li>• The category of the land</li> </ul>   | <ul style="list-style-type: none"> <li>• Community land inventory (Appendix A)</li> <li>• Community land category (Section 2.1)</li> <li>• Figure 1</li> </ul> |
| <ul style="list-style-type: none"> <li>• The objectives and performance targets of the land</li> </ul>   | <ul style="list-style-type: none"> <li>• Objectives (Section 3.1)</li> <li>• Performance targets (Section 3.3)</li> </ul>                                      |
| <ul style="list-style-type: none"> <li>• The means by which Council proposes to achieve the plan's objectives and performance targets</li> </ul> | <ul style="list-style-type: none"> <li>• Strategies (Section 3.2)</li> </ul>   |
| <ul style="list-style-type: none"> <li>• The manner in which Council proposes to assess its performance</li> </ul>                               | <ul style="list-style-type: none"> <li>• Methods of measurement (Section 3.3)</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Land not owned by Council and related aspects</li> </ul>  | <ul style="list-style-type: none"> <li>• Redleaf Pool (Section 2.2)</li> <li>• Figures 1, 2 and 3</li> </ul>   |

## **2.2 THE LAND TO WHICH THE PLAN APPLIES**

### **INTRODUCTION**

This section describes the land to which this Plan of Management applies.

### **PHYSICAL BOUNDARIES OF PLAN**

The land covered by the Redleaf Plan covers approximately two hectares and is shown in **Figure 1**.

The area known for this Plan as 'Redleaf' includes:

- the existing Council chambers and offices within and attached to a mid-Victorian Italianate mansion ("Redleaf House") and curtilage. Once restored and adapted for community use to be called "Historic Redleaf";
- the proposed two level earth-sheltered Council offices and parking to be known as "Corporate Redleaf" (**Figures 4 and 5**);
- Woollahra library within St Brigids - a Federation period house;
- The Annexe - the former stables, and then motor car garage for "Redleaf House" and then housing Woollahra's former library;
- PABX room - former PABX, library stack and now part of Council's offices;
- Blackburn Gardens; and
- foreshore areas including Redleaf Kiosk area.

Figures 2 and 3 provide additional information including ownership, cadastral details, zoning and leases as well as lands not owned by Council.

## **LAND CLASSIFICATION**

The whole of the area within the Plan is classified as community land under the terms of the *Local Government Act 1993*. Community land is a classification of public land which is owned, or controlled by a Council, with some exemptions. Generally, community land will be within a Council's area. The Council's area extends to the land and water between high water and low water mark on the foreshores of its area as well as to land beyond low water mark on the foreshores of the area which has structures erected on it. The result is that the Council's area includes structures erected on the foreshores of its area, such as the Redleaf Pool enclosure.

Redleaf Pool includes lands below mean high water mark which are vested in Marine Ministerial Holding Corporation (formerly Maritime Services Board of NSW). These lands are leased to Woollahra Council.

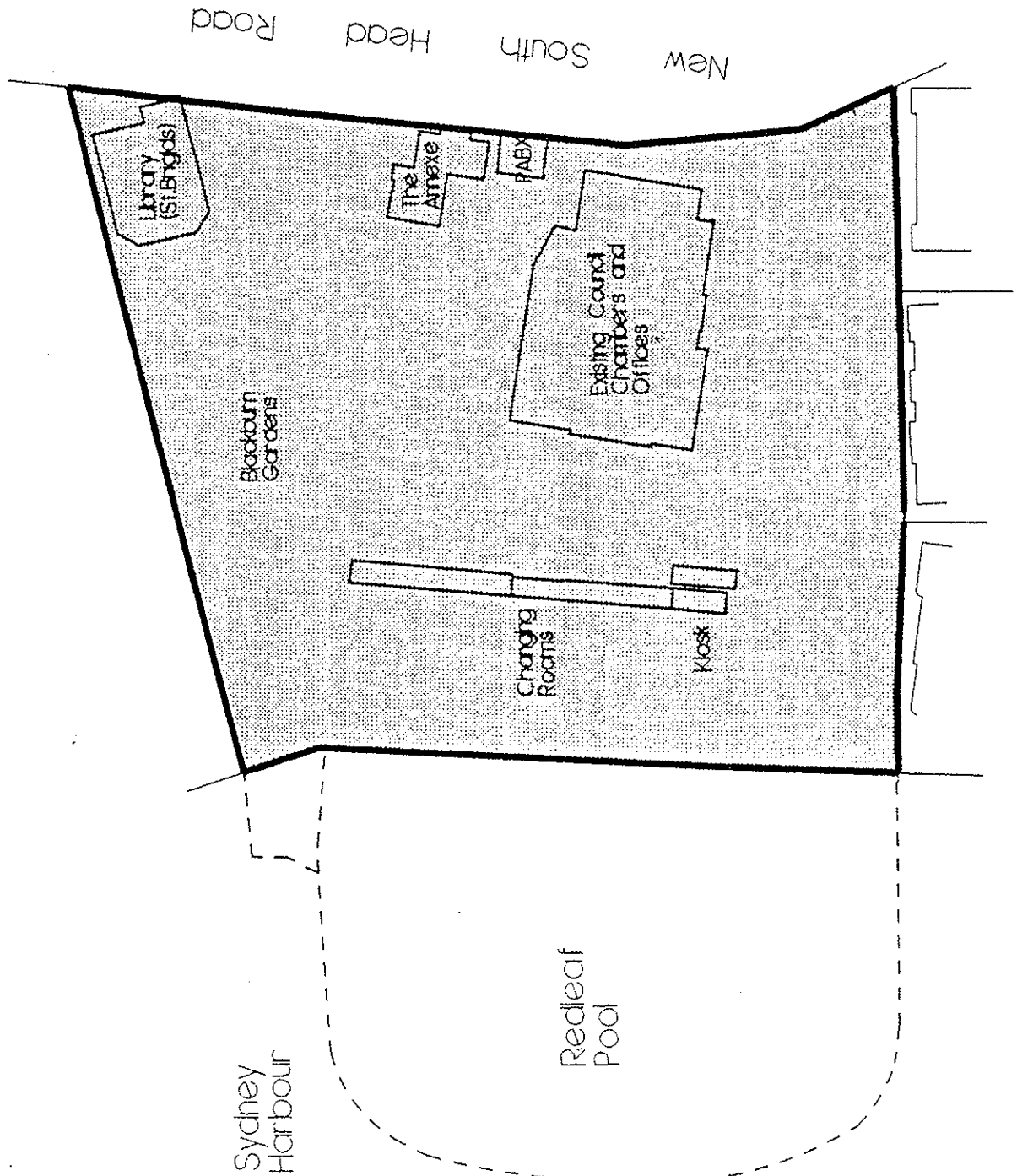
Due to the uncertainty of the classification as community land of lands below mean high water mark (**Figure 2**), this Redleaf Plan does not incorporate Redleaf Pool. Council intends to clarify this issue and if appropriate provide a management framework in consultation with the Marine Ministerial Holding Corporation.

## **LAND CATEGORY**

The proposed categorisation of the community land covered by this Plan according to the *Local Government Act 1993* is 'general community use'.

FIGURE 1

FIGURE 1



Redleaf Plan of Management boundary

Community land Proposed general community use category



Scale 0 10 20 30 metres

Source: Derry Lither and Co Consulting Surveyors Ref. 890163

FIGURE 2

FIGURE 2

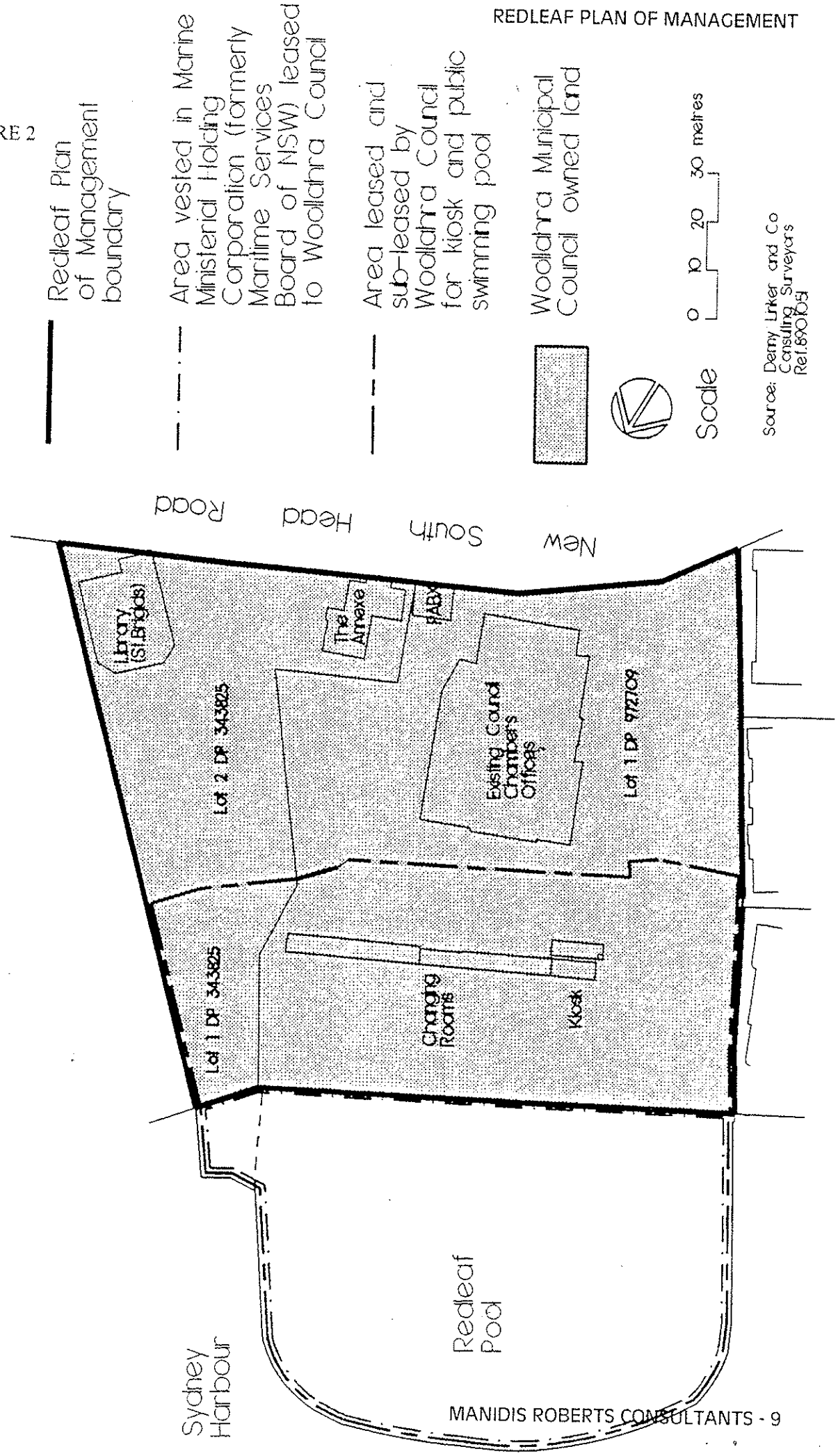
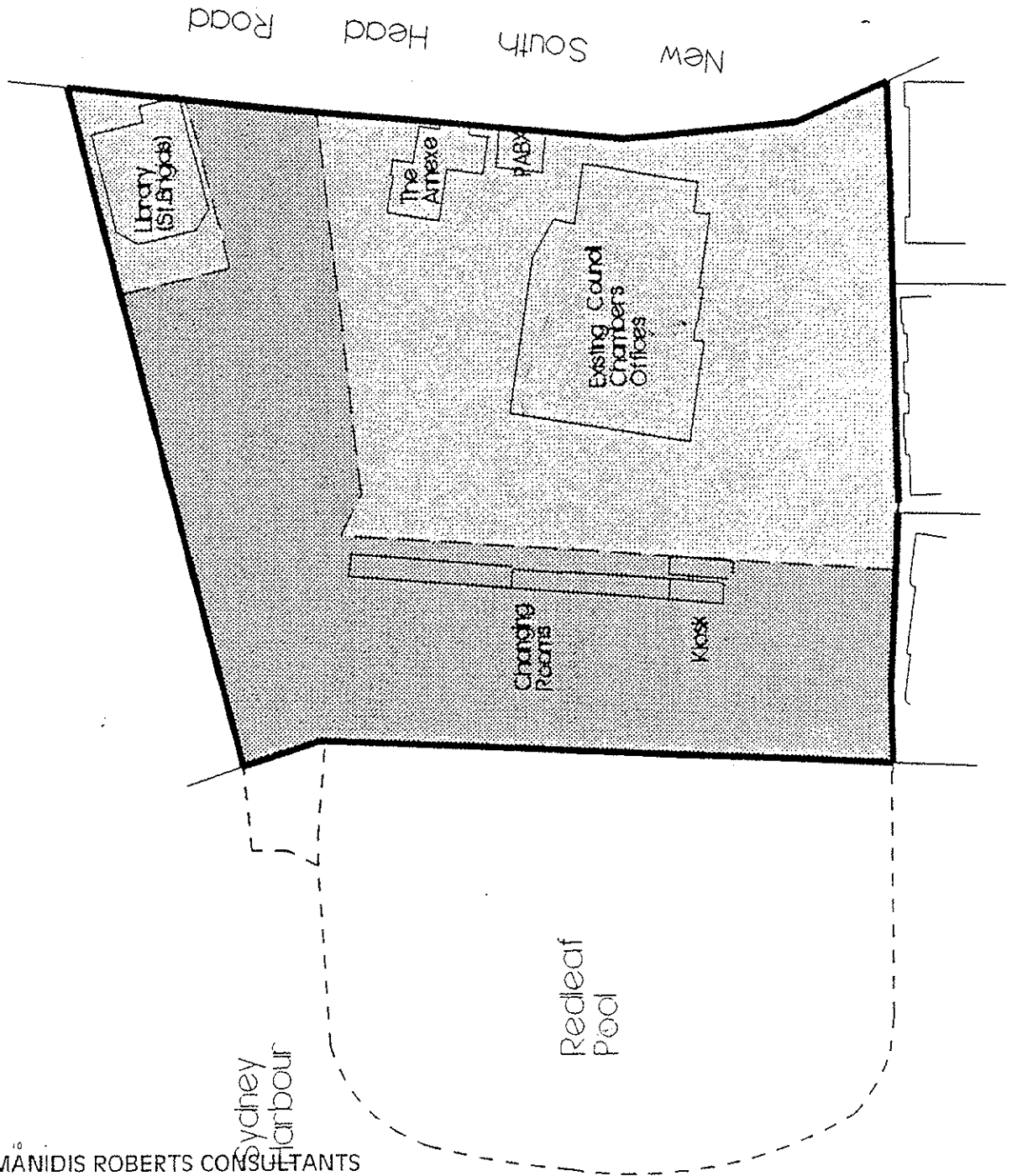


FIGURE 3

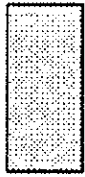
FIGURE 3



Redleaf Plan of Management boundary

Zoned for Special Uses (Council Chambers and Library)

Zoned for Open Space and area included in Plan of Management adopted by Council 11 June 1996 categorised Natural Area (foreshore)



Scale 0 10 20 30 metres

Source: Denny Linker and Co Consulting Surveyors Ref.890051



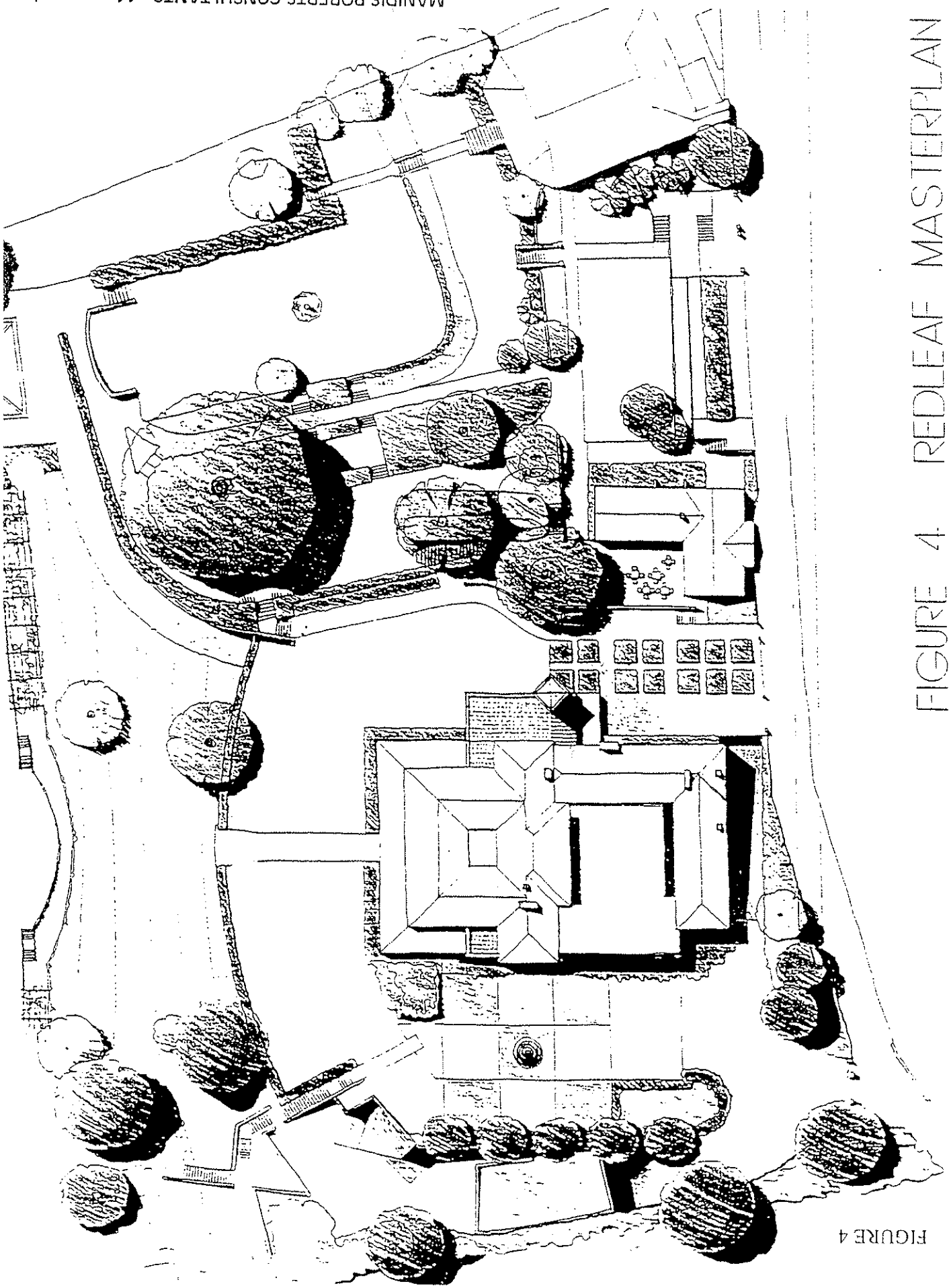
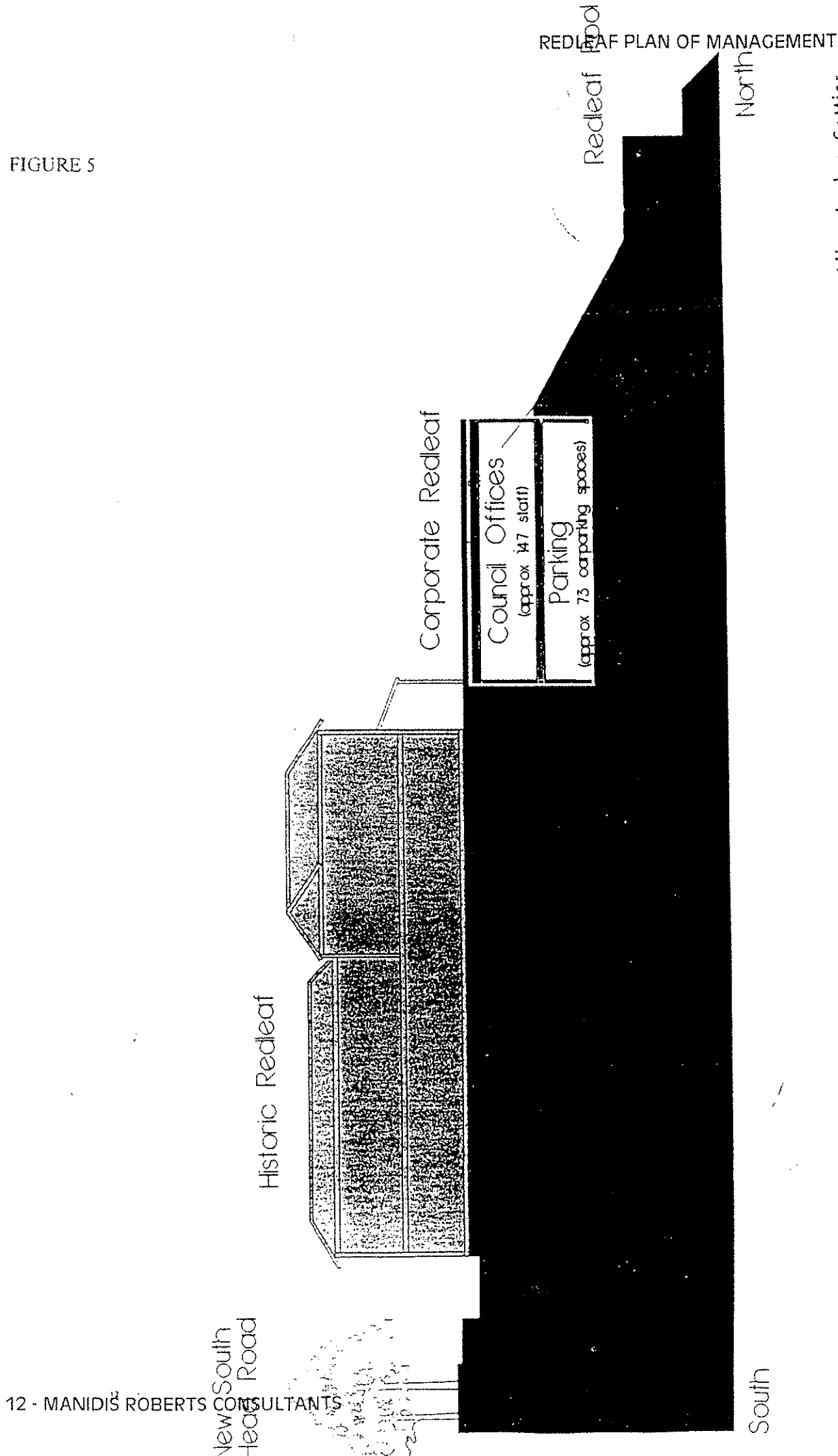


FIGURE 4

FIGURE 4 REDLEAF MASTERPLAN

FIGURE 5



## **2.3 REDLEAF OPPORTUNITIES**

### **INTRODUCTION**

This section provides the background to the selection of Redleaf as the site for the Council chambers, and it describes the opportunities resulting from that decision.

### **BACKGROUND**

The redevelopment of the existing Council chambers and offices was first proposed in the late 1980s. A development consent was granted, however, it was not acted upon. Five years ago it was recognised that a new facility was essential and there was widespread public support for this decision.

Council decided to stay at Redleaf and redevelop the site rather than relocate to a new site in the Double Bay commercial centre, partly because it is the more economically viable option to remain at Redleaf, but also to maintain the community's ownership and access to a very special public asset.

### **REDLEAF OPPORTUNITIES**

Key opportunities arising from Council's decision to remain at Redleaf include:

- improved working conditions for Council and Council staff, and improved service delivery to Council's community on a site associated with the operation and development of Woollahra Council since 1947;
- an adaptive reuse of "Historic Redleaf" in keeping with its heritage and cultural values;
- integration of the library (St Brigids), The Annexe and Blackburn Gardens with "Historic Redleaf" and the Redleaf Pool foreshore;
- enhanced community access and use of Blackburn Gardens and Redleaf Pool foreshore;
- public consultation for the future community and/or commercial use of "Historic Redleaf", The Annexe and Redleaf Kiosk; and
- exploration of the feasibility of the use of The Annexe as part of Woollahra library.

## **2.4 MANAGEMENT CONTEXT**

### **INTRODUCTION**

This section describes Council's management and planning initiatives related to Redleaf

### **COUNCIL INITIATIVES**

Council has previously developed management and planning documents which are applicable to the areas covered by this Plan. These documents are discussed briefly below.

#### **Woollahra Local Environmental Plan 1995**

Under Woollahra's Local Environmental Plan 1995 (LEP), Redleaf is zoned Open Space and Special Uses. The Special Uses are defined as Council Chambers and Library. The zoning for Redleaf is shown in Figure 3. Redleaf is also within the harbour foreshore scenic protection area. The LEP also schedules heritage items within Redleaf which are listed in Appendix B.

#### **Natural Area (foreshore) Plan of Management 1996**

A Plan of Management was prepared for eighteen public foreshore areas under the care, control and management of Woollahra Council. The Plan included Blackburn Gardens and was adopted by Council on 11 June 1996. In the Plan, Blackburn Gardens was categorised 'natural area' and further categorised 'foreshore' under the *Local Government Act* 1993. The area of Redleaf categorised as natural area (foreshore) is shown in Figure 3. As outlined in **Section 2.2** this Plan proposes a change to the category of Blackburn Gardens from natural area (foreshore) to 'general community use'.

## 2.5 VISION AND GOAL FOR REDLEAF

### INTRODUCTION

This section introduces Council's emerging long-term vision for the Woollahra Municipal Council area and describes a goal for Redleaf

### VISION

Through a series of workshops as part of the Woollahra Planning Program, Council has drafted an emerging vision for further consultation with the community. This emerging vision is the subject of ongoing consultation and discussion and is yet to be formally adopted by Council. This emerging vision for Woollahra Municipal Council is:

A high quality environment characterised by:

- a distinctive and diverse residential area;
- a sense of history; and
- its harbour-side, parkland and garden setting

and supporting and promoting:

- an active and informed community; and
- efficient social and physical infrastructure.

### GOAL

As part of the development of the Plan and through a workshop to which all Councillors and Council senior staff were invited, a goal and a set of values have been developed for Redleaf. The goal for Redleaf is:

*"Redleaf - Woollahra's administrative, cultural and recreational focus"*

The description of the above goal which specifically relates to Redleaf is:

|                   |   |
|-------------------|---|
| Woollahra's Focus | Pride and a focus for Woollahra's community   |
| Administrative    | The continuation of Redleaf as the centre of local government for Woollahra and the opportunity for excellence in local government service delivery to Woollahra's community  |
| Cultural          | Reflecting the heritage values of Redleaf<br><br>The enhancing of cultural and information needs of the community through the library<br><br>The opportunity for significant restoration of Redleaf's heritage values and community and/or commercial use and appreciation of these values through enhanced accessibility |
| Recreational      | Reflecting the pre-eminence of Redleaf's foreshore and Redleaf Pool as an enclosed harbour-side pool<br><br>Opportunities afforded for quiet enjoyment and appreciation of Redleaf's landscaped gardens and the outstanding views over Sydney Harbour and to Redleaf from the harbour                                     |

## 2.6 VALUES OF REDLEAF

### INTRODUCTION

This section identifies values associated with Redleaf. Values identified are long-term and will be included in the review and amendment where necessary of this Plan of management by 2002.

### VALUES

An assessment of values and their significance provide a sound 'basis for management'. In this way:

- desired outcomes can be identified to protect and enhance values;
- issues identified in terms of their threat to values; and
- strategies and actions devised to achieved the desired outcomes which in turn protect and enhance values.

As part of a Council workshop forum detailed in **Section 2.5** and consultation with the community, three core values and three associated values have been identified that are important to Council and the community for the future management of Redleaf, see **Tables 2 and 3**.

Table 2 — Explanation of core values

| CORE VALUES  | EXPLANATION  |
|--|--|
| Woollahra's focus  | Centre of local government administration and civic function<br><br>A built form and landscape outcome for Redleaf which promotes community cohesion and pride |
| Enhanced community accessibility and use   | Attractive and accessible resources for all - focussing on Woollahra's community   |
| Heritage values enhanced, preserved and conserved through functional/adaptive re-use | Refurbishment of "Redleaf House" to a grand mansion for community and/or commercial use and enjoyment consistent with its heritage values                      |

Table 3 — Explanation of associated values

| Associated Values   | Explanation   |
|---|---|
| Outstanding integration of built form and landscaped spaces complementing a pre-eminent public harbour-side setting | Nurturing quiet enjoyment, relaxation and inspiration<br><br>Enhancing aesthetic appeal from Sydney Harbour and enhancing views of Sydney Harbour from site |
| Mid-Victorian Italianate mansion for community and/or commercial use  | Removal of low conservation significance and low utility additions to Redleaf and integration into landscaped setting                                       |
| Efficient Council service to community and increased staff morale   | Improved staff amenity  |



## **3 IMPLEMENTATION**

### **3.1 OBJECTIVES FOR REDLEAF**

#### **INTRODUCTION**

This section outlines the objectives for Redleaf

#### **OBJECTIVES**

The objectives of the Plan as required by the Act are the major desired outcomes to be achieved over the life of the Plan. These objectives emanate from and support the emerging vision, goal and values identified in **Section 2.5** and **2.6**. The Redleaf objectives are also based on the key issues and objectives for the whole of Woollahra Council developed as part of the Woollahra Planning Program (Appendix C).

Strategies to meet each of these objectives are provided in **Section 3.2**.

Performance targets and methods of measurement devised to achieve the objectives which in turn protect and enhance values are provided in **Section 3.3**.

#### **OBJECTIVES**

##### Objective 1

- To maintain and enhance community access and use of "Historic Redleaf" consistent with its heritage values

##### Objective 2

- To provide improved facilities for Council administration and civic functions and to enhance service delivery to Council's community

##### Objective 3

- To maintain and enhance Redleaf Pool's foreshore facilities and services through appropriate leasing arrangements consistent with its significant harbour-side setting

Objective 4

- To serve the community's library and library staff needs consistent with St Brigids heritage values and community use as a library and investigate enhancing library services through adaptive reuse of The Annexe consistent with its heritage values

Objective 5

- To integrate the library (St Brigids), The Annexe and Blackburn Gardens with "Historic Redleaf" and Redleaf Pool foreshore

Objective 6

- To undertake public consultation and feasibility studies to investigate lease and licence opportunities for Redleaf consistent with its values

**3.2 STRATEGIES FOR REDLEAF**

**INTRODUCTION**

This section provides the strategies for the next five years

**STRATEGIES**

Strategies for the next five years are provided for each of the six objectives identified in Section 3.1.

Table 4 — Strategies for objective 1

| <b>OBJECTIVE 1</b>  |   |
|---|---|
| <b>TO MAINTAIN AND ENHANCE COMMUNITY ACCESS AND USE OF "HISTORIC REDLEAF" CONSISTENT WITH ITS HERITAGE VALUES</b> |   |
| <b>STRATEGIES</b>   |   |
| 1   | Update Conservation Plan  |
| 2   | Ensure Development Application and any subsequent Building Application reflect values and significance documented in Conservation Plan                  |
| 3   | Subject to budget allocation, ensure refurbishment is in accordance with Conservation Plan requirements   |
| 4   | Ensure Development Application and any subsequent Building Application provides for continuation of use of current Council office space in infill areas |
| 5   | Ensure accessibility to all facilities for all user   |
| 6   | Investigate feasible community and/or commercial uses and consult with community groups to establish appropriate uses                                   |
| 7   | Subject to 2 above remove additions of low conservation significance and low utility as established by Conservation Plan                                |
| 8   | Provide access to all within all parts of "Historic Redleaf"  |

Table 5 — Strategies for objective 2

| <b>OBJECTIVE 2</b>  |   |
|---|---|
| <b>TO PROVIDE IMPROVED FACILITIES FOR COUNCIL<br/>ADMINISTRATION AND CIVIC FUNCTIONS AND TO ENHANCE<br/>SERVICE DELIVERY TO COUNCIL'S COMMUNITY</b> |   |
| <b>STRATEGIES</b>   |   |
| 1   | Ensure Development Application and any subsequent Building Application includes improved working conditions and adequate office space for Council anticipated needs for next 20-25 years                |
| 2   | Ensure improved access from car parking to all areas of Redleaf   |
| 3   | Ensure continuation of Council's Accommodation Steering Committee until construction and fit out completed  |
| 4   | Undertake community consultation on Development Application including opportunity for community consultation on supporting documents (Statement of Environmental Effects and updated Conservation Plan) |
| 5   | Communicate with community regarding cost and source of funds for "Corporate Redleaf"   |
| 6   | Investigate and provide alternative accommodation for Council chambers and offices during construction  |
| 7   | Prepare and provide opportunity for community consultation on Environmental Management Plan for construction and operation  |
| 8   | Ensure Development Application and any subsequent Building Application reflects Ecologically Sustainable Development principles   |
| 9   | Provide opportunity for community consultation on traffic management plan for construction period   |
| 10  | Maintain a high level of community consultation and information with neighbours during construction.  |
| 11  | Monitor noise and make noise reports publicly available during construction to ensure compliance with Council's codes   |
| 12  | Undertake Inspection Reports ("Dilapidation Reports") of adjoining properties prior to any construction and ensure compliance with rectification process including adequate insurance cover             |
| 13  | Provide regular information to the community regarding relocation of Council offices and construction progress including parking availability   |
| 14  | Record Redleaf additions and alterations through appropriate mediums and archive in Library   |
| 15  | Provide for continuation of existing bookings, hirings and charges for community purposes   |

Table 6 — Strategies for objective 3

| <b>OBJECTIVE 3</b>  |  |
|---|--|
| <b>TO MAINTAIN AND ENHANCE REDLEAF POOL'S FORESHORE FACILITIES AND SERVICES THROUGH APPROPRIATE LEASING ARRANGEMENTS CONSISTENT WITH ITS SIGNIFICANT HARBOUR-SIDE SETTING</b> |  |
| <b>STRATEGIES</b>   |  |
| 1   | Provide for continuation of Redleaf Kiosk lease and provide for further lease on similar terms and conditions for up to a further five year period.                                      |
| 2   | Investigate feasibility and provide opportunity for public consultation to enhance Redleaf Kiosk facilities and services in line with masterplan (Figure 4)                              |
| 3   | Maintain access to Redleaf foreshore and Kiosk during construction and advise community of parking and access arrangements   |
| 4   | Maintain free car parking for Redleaf Kiosk and Pool users during weekends and public holidays during daylight hours once "Corporate Redleaf" is constructed                             |
| 5   | Consult with Office of Marine Administration, Waterways Authority and Foreshore and Waterways Planning and Development Advisory Committee regarding management planning for Redleaf Pool |

Table 7 — Strategies for objective 4

| <b>OBJECTIVE 4</b>  |  |
|---|--|
| <b>TO SERVE THE COMMUNITY'S LIBRARY AND LIBRARY STAFF NEEDS CONSISTENT WITH ST BRIGIDS HERITAGE VALUES AND COMMUNITY USE AS A LIBRARY AND INVESTIGATE ENHANCING LIBRARY SERVICES THROUGH ADAPTIVE REUSE OF THE ANNEXE CONSISTENT WITH ITS HERITAGE VALUES</b> |  |
| <b>STRATEGIES</b>   |  |
| 1   | Develop off-site library staff accommodation to meet immediate library staff needs                                     |
| 2   | Investigate adaptive reuse of The Annexe to provide for library accommodation and staff use                            |
| 3   | Examine re-configuration of library facilities and services in St Brigids  |
| 4   | Communicate with users regarding access, noise and parking during construction of "Corporate Redleaf"                  |
| 5   | Provide additional opening hours during non-construction times   |
| 6   | Maintain free car parking for library users on weekends and after 5pm weekdays once "Corporate Redleaf" is constructed |

Table 8 — Strategies for objective 5

| <b>OBJECTIVE 5</b>   |   |
|--|---|
| <b>TO INTEGRATE THE LIBRARY (ST BRIGIDS), THE ANNEXE AND BLACKBURN GARDENS WITH "HISTORIC REDLEAF" AND REDLEAF POOL FORESHORES</b> |   |
| <b>STRATEGIES</b>  |   |
| 1  | Prepare a landscape plan and provide opportunity for community consultation   |
| 2  | Provide information and signage to direct public access during construction and ensure access is along existing or proposed hardened pathways                                     |
| 3  | Communicate with users regarding loss of amenity during construction  |
| 4  | Protect significant vegetation during construction in accordance with Conservation Plan and provide increased security  |
| 5  | Increase maintenance of open space during construction period   |
| 6  | Maintain existing cultural programs and opportunities in Blackburn Gardens (eg Poet's Picnic) and children's activities where possible during construction of "Corporate Redleaf" |

Table 9 — Strategies for objective 6

| <b>OBJECTIVE 6</b>  |  |
|---|--|
| <b>TO UNDERTAKE PUBLIC CONSULTATION AND FEASIBILITY STUDY TO INVESTIGATE LEASE AND LICENCE OPPORTUNITIES FOR REDLEAF CONSISTENT WITH ITS VALUES</b> |  |
| <b>STRATEGIES</b>   |  |
| 1   | Undertake feasibility studies of the community and Council preferred range of community and/or commercial uses                       |
| 2   | Undertake community consultation to assess the efficacy of community and Council preferred range of community and/or commercial uses |
| 3   | Subject to Objective 3, Strategy 1, call for expressions of interest for preferred community and/or commercial uses                  |
| 4   | Prepare new Management Plan including extensive public consultation to effect any new leases and licences                            |

### 3.3 PERFORMANCE TARGETS AND METHODS OF MEASUREMENT

#### INTRODUCTION

This section defines the performance targets for the proposed five year life of the Plan to meet the specified objectives in Section 3.1. Methods to measure the performance are also identified.

#### TARGETS AND MEASUREMENTS

Tables 10, 11, 12, 13, 14 and 15 list the performance targets for this Plan of management. Methods to measure the performance are listed, as are proposed timings of measurement, reporting formats and Council responsibility for the targets.

Table 10 — Performance targets for objective 1

| <b>OBJECTIVE 1</b>  |  |                       |                  |                |
|---|--|-----------------------|------------------|----------------|
| <b>TO MAINTAIN AND ENHANCE COMMUNITY ACCESS AND USE OF "HISTORIC REDLEAF"<br/>CONSISTENT WITH ITS HERITAGE VALUES</b>                 |  |                       |                  |                |
| Performance Targets   | Methods of Measurement                               | Timing of Measurement | Reporting Format | Responsibility |
| Complaints regarding accessibility addressed within three working days  | Collation of complaints, written and telephone calls | Annually              | Council report   | M-CS&M         |
| At least two public meetings held before end 1998 to establish appropriate community and/or commercial uses                           | Internal Council audit                               | End 1998              | Council report   | PO             |
| At least two public meetings held by July 1999 to establish appropriate generic terms and conditions for possible leases and licences | Internal Council audit                               | July 1999             | Council report   | PO             |
| Number of strategies successfully completed by 2002   | Internal Council audit                               | Annually              | Council report   | D-CS           |

Legend: M-CS&M      Manager - Customer Services and Marketing  
 PO                    Property Officer  
 D-CS                 Director - Corporate Services

Table 11 — Performance targets for objective 2

| <b>OBJECTIVE 2</b>   |  |   |                         |                        |
|--|--|---|-------------------------|------------------------|
| <b>TO PROVIDE IMPROVED FACILITIES FOR COUNCIL ADMINISTRATION<br/>AND CIVIC FUNCTIONS AND TO ENHANCE SERVICE DELIVERY TO<br/>COUNCIL'S COMMUNITY</b>    |  |   |                         |                        |
| <b>PERFORMANCE TARGETS</b>   | <b>METHODS OF MEASUREMENT</b>                        | <b>TIMING OF MEASUREMENT</b>  | <b>REPORTING FORMAT</b> | <b>RESPON-SIBILITY</b> |
| At least 80% of Councillors and staff rate their working conditions as improved or very improved   | Survey of all Council staff working within Redleaf   | Within six months of moving into "Corporate Redleaf"                                | Council report          | M-CS & M               |
| At least 85% of community rate their administrative contract with staff in "Corporate Redleaf" as improved   | Exit survey of 200 customers from "Customer Redleaf" | Within six months of moving into "Corporate Redleaf"                                | Council report          | M-CS&M                 |
| Not less than one public meeting held to prepare and comment on each of the draft Construction and draft Operation Environmental Management Plan (EMP) | Internal Council audit                               | Construction EMP by March 1998<br><br>Operational EMP by June 1999                  | Consultant report       | RPM                    |
| Not less than one public meeting held to provide information on traffic management plan  | Internal Council audit                               | By March 1998   | Council report          | RPM                    |
| Redleaf Newsletter distributed to neighbours and available to interested public not less than five times over pre-construction and construction period | Internal Council audit                               | - December 1997<br>- June 1998<br>- December 1998<br>- June 1999<br>- December 1999 | Council report          | M-CD                   |
| Inspection Report (Dilapidation Report) available for each potentially affected adjoining neighbour one month prior to commencement of construction    | Internal Council audit                               | One month prior to commencement of construction                                     | Consultant report       | M-O&A                  |
| Number of strategies successfully completed by 2002  | Internal Council audit                               | Annually  | Council report          | D-CS                   |
| Review policy for bookings, hirings and/or charges for community purposes.   | Internal Council audit                               | End June 1998   | Council report          | M-PD                   |

Legend: M-CS&M      Manager - Customer Service and Marketing  
 RPM                Redleaf Project Manager  
 M-CD              Manager - Community Development  
 M-O&A            Manager - Operations and Administration  
 D-CS                Director - Corporate Services  
 M-PD               Manager - Public Domain



Table 12 — Performance targets for objective 3

| <b>OBJECTIVE 3</b>  |  |   |                             |                             |
|---|--|---|-----------------------------|-----------------------------|
| <b>TO MAINTAIN AND ENHANCE REDLEAF POOL'S FORESHORE FACILITIES<br/>AND SERVICES THROUGH APPROPRIATE LEASING ARRANGEMENTS<br/>CONSISTENT WITH ITS SIGNIFICANT HARBOUR-SIDE SETTING</b> |  |   |                             |                             |
| <b>PERFORMANCE TARGETS</b>  | <b>METHODS OF<br/>MEASUREMENT</b>              | <b>TIMING OF<br/>MEASUREMENT</b>  | <b>REPORTING<br/>FORMAT</b> | <b>RESPON-<br/>SIBILITY</b> |
| Redleaf Kiosk negotiations commenced at least six months prior to expiry of existing lease  | Internal Council audit                         | Commenced by March 1998   | Council report              | PO                          |
| Concept plans and feasibility study prepare by December 1998  | Internal Council audit                         | December 1998   | Consultant report           | RPM                         |
| At least one public meeting held to consider appropriate facilities and services  | Internal Council audit                         | By June 1999  | Council report              | RPM                         |
| Complaints regarding Redleaf foreshore service and facilities addressed within three working days and include consultation with lessee  | Collation of complaints, written and telephone | Annually  | Council report              | M-CS&M                      |
| Redleaf Newsletter distributed to neighbours and available to interested public not less than five times over pre-construction and construction period                                | Internal Council audit                         | - December 1997<br>- June 1998<br>- December 1998<br>- June 1999<br>- December 1999 | Council report              | M-CD                        |
| Number of strategies successfully completed by 2002   | Internal Council audit                         | Annually  | Council report              | D-CS                        |

Legend: PO                   Property Officer  
 RPM                       Redleaf Project Manager  
 M-CS&M                Manager - Customer Service and Marketing  
 M-CD                    Manager - Community Development  
 D-CS                     Director - Corporate Services

Table 13 — Performance targets for objective 4

| <b>OBJECTIVE 4</b>  |                               |   |                         |                        |
|---|-------------------------------|---|-------------------------|------------------------|
| <b>TO SERVE THE COMMUNITY'S LIBRARY AND LIBRARY STAFF NEEDS CONSISTENT WITH ST BRIGIDS HERITAGE VALUES AND COMMUNITY USE AS A LIBRARY AND INVESTIGATE ENHANCING LIBRARY SERVICES THROUGH ADAPTIVE REUSE OF THE ANNEXE CONSISTENT WITH ITS HERITAGE VALUES</b> |                               |   |                         |                        |
| <b>PERFORMANCE TARGETS</b>  | <b>METHODS OF MEASUREMENT</b> | <b>TIMING OF MEASUREMENT</b>  | <b>REPORTING FORMAT</b> | <b>RESPON-SIBILITY</b> |
| Report on efficacy of off-site library facilities and staff accommodation and continuation of existing library services prepared  | Internal Council audit        | December 1997   | Council report          | M-LS                   |
| Feasibility assessment of adaptive reuse of the Annexe for library purposes and re-configuration of St Brigids  | Internal Council audit        | December 1998   | Council report          | M-LS                   |
| Redleaf Newsletter distributed to neighbours and available to interested public not less than five times over pre-construction and construction period  | Internal Council audit        | - December 1997<br>- June 1998<br>- December 1998<br>- June 1999<br>- December 1999 | Council report          | M-CD                   |
| Hours of opening during non-construction time increased by 30%  | Internal Council audit        | Bi-annually   | Council report          | M-LS                   |
| Number of strategies successfully completed by 2002   | Internal Council audit        | Annually  | Council report          | D-CS                   |

Legend: M-LS            Manager - Library Services  
M-CS&M            Manager - Customer Service and Marketing  
D-CS                 Director - Corporate Services

Table 14 — Performance targets for objective 5

| <b>OBJECTIVE 5</b>   |                               |   |                         |                       |
|--|-------------------------------|---|-------------------------|-----------------------|
| <b>TO INTEGRATE THE LIBRARY (ST BRIGIDS), THE ANNEXE AND BLACKBURN GARDENS WITH "HISTORIC REDLEAF" AND REDLEAF POOL FORESHORE</b>                      |                               |   |                         |                       |
| <b>PERFORMANCE TARGETS</b>   | <b>METHODS OF MEASUREMENT</b> | <b>TIMING OF MEASUREMENT</b>  | <b>REPORTING FORMAT</b> | <b>RESPONSIBILITY</b> |
| Prepare landscape plan as part of Building Application for "Corporate Redleaf"   | Internal Council audit        | By March 1998   | Consultant report       | RPM                   |
| Redleaf Newsletter distributed to neighbours and available to interested public not less than five times over pre-construction and construction period | Internal Council audit        | - December 1997<br>- June 1998<br>- December 1998<br>- June 1999<br>- December 1999 | Council report          | M-CD                  |
| Provide minimum 10% increase in maintenance to Blackburn Gardens during construction   | Internal Council audit        | Every six months during construction  | Council report          | M-PD                  |
| Number of strategies successfully completed by 2002  | Internal Council audit        | Annually  | Council report          | D-CS                  |

Legend: RPM Redleaf Project Manager  
M-CS&M Manager - Customer Service and Marketing  
M-PD Manager - Public Domain  
D-CS Director - Corporate Services

Table 15 — Performance targets for objective 6

| <b>OBJECTIVE 6</b>  |                               |                              |                         |                        |
|---|-------------------------------|------------------------------|-------------------------|------------------------|
| <b>TO UNDERTAKE PUBLIC CONSULTATION AND FEASIBILITY STUDIES TO INVESTIGATE LEASE AND LICENCE OPPORTUNITIES FOR REDLEAF CONSISTENT WITH ITS VALUES</b>                       |                               |                              |                         |                        |
| <b>PERFORMANCE TARGETS</b>  | <b>METHODS OF MEASUREMENT</b> | <b>TIMING OF MEASUREMENT</b> | <b>REPORTING FORMAT</b> | <b>RESPON-SIBILITY</b> |
| Feasibility studies completed by end 1998   | Internal Council audit        | End 1998                     | Consultant report       | RPM                    |
| At least one public meetings held to establish appropriate community and/or commercial use and generic terms and conditions and at least two meetings with adjoining owners | Internal Council audit        | Year 1999                    | Council report          | RPM                    |
| Plan of Management for Redleaf  | Internal Council audit        | By Year 2002                 | Plan of Management      | D-P&D                  |
| Number of strategies successfully completed by 2002   | Internal Council audit        | Annually                     | Council report          | D-CS                   |

Legend: RPM                      Redleaf Project Manager  
           D- P&D                  Director - Planning & Development  
           D-CS                      Director - Corporate Services

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APPENDIX A

WOOLLAHRA MUNICIPAL COUNCIL LAND REGISTER (PUBLIC LAND)  
DOUBLE BAY

| Ref | Notes   | Location                                     | Land Use  | Planning                       | Priority (Public/Other) | Area                        | Description  | Value (Repairs) | Final Value |
|-----|---|--|---|--------------------------------|-------------------------|-----------------------------|--|-----------------|-------------|
| 34. | Blackburn Gardens & Library   | 542 New South Head Rd. Double Bay            | Public Gardens & Library                          | 6 Open Space & 5a Special Uses | Community               | Approx. 3,020m <sup>2</sup> | * Two-storey rendered brick building with sandstone footings and slate tile roof.                                  | \$650,000       | \$1,100,000 |
| 34A | Council Chambers & Annexe Building                                      | 536 New South Head Rd. Double Bay            | Council Chambers                                  | 5a Special Uses                | Community               | Approx. 6,780m <sup>2</sup> | * Two-storey annexe rendered brick and slate roof.<br>* PABX building.<br>* Cement rendered brick & tile building. | \$2,260,000     | \$6,750,000 |
| 35. | Redleaf Pool Amenities, Kiosk and access strip from New South Head Road | Off New South Head Rd. Double Bay            | Enclosed Public Swimming Pool & Kiosk & Amenities | 5a Special Uses & 6 Open Space | Community               | Approx. 1.0157ha            | * Kiosk & amenities block.<br>* Pool enclosure.  | \$600,000       | \$2,000,000 |
| 36. | N/A   | 53 Cross Street Double Bay                   | Road Widening                                     | Road Reserve                   | N/A                     | 19m <sup>2</sup>            | N/A  | Nil             | \$4,000     |
| 37. | Gaibraith Walkway   | Next door to 33 William Street Double Bay    | Accessway   | 2(b) Residential               | Community               | 180.6m <sup>2</sup>         | Paved walkway.   | Nil             | \$30,000    |
| 38. | N/A   | Land fronting 17 - 19 Knox Street Double Bay | Road Widening                                     | Road Reserve                   | N/A                     | 18.72m <sup>2</sup>         | N/A  | Nil             | \$3,500     |

# APPENDIX B

|   |         |  |
|---|---------|--|
| New South Hd Rd, Vaucluse   | 37      | <i>Werribree</i> - house, gardens, retaining walls, fences, covered gateways, trees<br>Bus stop shelter, former tram stop  |
| New South Hd Rd, Vaucluse,<br>opposite intersection with<br>Captain Pipers Rd |         |  |
| New South Hd Rd, Vaucluse,<br>opposite intersection with<br>Serpentine Pde    |         | Bus stop shelter, former tram stop   |
| New South Hd Rd, Edgecliff  | 136     | Building   |
| New South Hd Rd, Edgecliff  | 188     | Ascham School precinct comprising: <i>Fiona</i> and former entrance gates, <i>Glenrock</i> and inner and outer gates, the <i>Dower House</i> , sand-stone works, remaining open space and oval adjacent to <i>Fiona</i> , Moreton Bay Figs, <i>The Octagon</i> , <i>Yeomerry</i> |
| New South Hd Rd, Double Bay   | 337-347 | Gardens to former <i>Overthorpe</i> , including 3 small-leaved Figs, Coolamon or Watermelon Tree, Silver Quandong, 2 Moreton Bay Figs, Bunya Pine, Bangalow Palms, Cabbage Palms, 9 Canary Island Date Palms, service driveway, front retaining wall and fence, gates            |
| New South Hd Rd, Double Bay   | 349     | Vegetation associated with the gardens of the former house <i>Overthorpe</i> , including Silver Quandong, Norfolk Island Pine, Bunya Pine, rainforest specimen, Bangalow Palms, Queen Palms, Cabbage Palms   |
| New South Hd Rd, Double Bay   | 429     | The Golden Sheaf Hotel   |
| New South Hd Rd, Double Bay   | 470     | <i>Carinya</i> - residential flat building   |
| New South Hd Rd, Double Bay   |         | Brick entrance gatepost and iron gates to Redleaf Pool, eastern sandstone stairways to beach, grounds to Redleaf Pool, Norfolk Island Pine, 2 Kauri Pines, Hoop Pine, Seven Shillings Beach  |
| New South Hd Rd, Double Bay   | 536     | <i>Redleaf</i> - Woollahra Council Chambers, gates, gateposts, Moreton Bay Fig, Hoop Pine, Bunya Pine  |
| New South Hd Rd, Double Bay   | 542     | <i>The Annexe</i> - building   |
| New South Hd Rd, Double Bay   | 548     | <i>St. Brigids</i> - Woollahra Council Library   |
| New South Hd Rd, Double Bay   | 550     | <i>Elaine</i> - house, gateposts and gate, gardens to the foreshore, stoneworks, Cook Pine, Norfolk Island Pine, Bunya Pine, Camphor Laurel, Port Jackson Fig, Seven Shillings Beach   |
| New South Hd Rd, Double Bay   | 560     | <i>Fairwater</i> - main building, stables, grounds, Seven Shillings Beach, Bunya Pine, 3 Camphor Laurels, 2 Port Jackson Figs, 2 Silky Oaks, gardens, excluding swimming pool and associated walls on north side   |
| New South Hd Rd, Point Piper  | 574     | <i>Buckhurst</i> - residential flat building, grounds, front garden and fencing, trees<br>Bus stop shelter, former tram stop   |
| New South Hd Rd, Bellevue Hill, opposite intersection<br>Wolseley Rd          |         |  |
| New South Hd Rd, Point Piper,<br>east corner of Wunulla Rd.                   |         | Police Station   |
| New South Hd Rd, Rose Bay   |         | Esplanade, concrete balustrade   |

# APPENDIX C

## KEY ISSUES FOR WOOLLAHRA

### BUILT ENVIRONMENT

- ▶ residential amenity
- ▶ commercial area amenity
- ▶ urban design quality
- ▶ heritage conservation
- ▶ public buildings

### INFRASTRUCTURE

- ▶ water management
- ▶ transport and traffic
- ▶ asset management
- ▶ waste management

### LOCAL ECONOMIC DEVELOPMENT

- ▶ tourism management
- ▶ local business economy

### COMMUNITY

- ▶ public health
- ▶ library/information
- ▶ open space and recreation facilities
- ▶ social and cultural needs
- ▶ communication

### NATURAL ENVIRONMENT

- ▶ environmental protection and ecologically sustainable development
- ▶ trees management





## KEY ISSUE

▶ transport & traffic

▶ asset management

▶ waste management

## LOCAL ECONOMIC DEVELOPMENT

▶ tourism management

## OBJECTIVES

- to improve accessibility within the Municipality and to surrounding areas, particularly for transport disadvantaged groups
- to encourage the development of a balanced transport network, including the provision of safe and convenient facilities for pedestrians, cyclists, public transport users and other road users
- to encourage public transport by road, rail and water
- to reduce the adverse urban design impacts of traffic and parking management
- to reduce the adverse impact of tourist buses
- to provide appropriate parking for visitors; to reduce the adverse impact of visitor parking
- to promote the more efficient use of parking space by residents
- to reduce commuter traffic/parking for residential areas
- to provide, maintain and manage a high standard of infrastructure for the Council area
- to efficiently manage land and building resources
- to reduce waste
- to reduce pollution
- to ensure efficient and effective waste management practices and services

- to co-ordinate and manage tourism so that it does not detrimentally affect local amenity
- to allow for a range of tourist accommodation and facilities in appropriate locations

## KEY ISSUE

- ▶ local business economy

## COMMUNITY

- ▶ public health
- ▶ library/information
- ▶ open space and recreation facilities
- ▶ social and cultural needs
- ▶ communication

## OBJECTIVES

- to contain and improve established centres so that they remain both commercially attractive and viable
- to encourage appropriate local commercial development
- to encourage increased residential population in commercial centres
- to provide appropriate public health services, controls and support
- to provide quality information, recreation and cultural library - based services for residents
- to provide a link to the world's information resources
- to ensure the recorded history of Woollahra is preserved
- to satisfy the needs of all groups in the Municipality for leisure, arts and recreation
- to provide for and maintain open space which will meet the requirements of the population and which will be developed in sympathy with the existing natural environment of the area of Woollahra
- to encourage the provision of a range of social and cultural services and facilities to satisfy the needs of all groups
- to promote and enable open communication and consultation within the Council and with the community

## KEY ISSUE

### NATURAL ENVIRONMENT

- ▶ environmental protection and ecologically sustainable development

- ▶ trees management

## OBJECTIVES

- to protect and enhance the natural environment, including Woollahra's topography, foreshores and vegetation, its natural drainage system and the quality of harbour water
- to promote energy and water conservation and efficiency measures
- to recognise the residential, recreational, tourist and commercial characteristics of the foreshore area and to coordinate development in order to protect the area's scenic and natural attributes
- to protect and, where appropriate, improve the view of Sydney Harbour enjoyed by existing residents and promote the practice of view sharing from public domain
- to identify, protect and improve wildlife habitats and corridors
- to generally protect and enhance existing vegetation on public and private land; ensuring due consideration of views, safety, wildlife corridors, fauna and the promotion of appropriate replanting programmes in keeping with the character of areas

