



LEGISLATIVE ASSEMBLY
FOR THE AUSTRALIAN CAPITAL TERRITORY

STANDING COMMITTEE ON PLANNING AND URBAN RENEWAL

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Submission Cover Sheet

Inquiry into Planning for the Surgical Procedures, Interventional Radiology and Emergency Centre (SPIRE) and the Canberra Hospital campus and immediate surrounds.

Submission Number: 11- ACT Government

Date Authorised for Publication: 26 February 2020



ACT
Government

ACT GOVERNMENT SUBMISSION

**Standing Committee on Planning and
Urban Renewal's Inquiry into Planning
for the Surgical Procedures,
Interventional Radiology and Emergency
(SPIRE) Centre and the Canberra
Hospital campus and immediate
surrounds.**

February 2020

**ACT GOVERNMENT RESPONSE TO THE STANDING COMMITTEE ON PLANNING AND URBAN
RENEWAL'S INQUIRY INTO THE PLANNING FOR THE SPIRE CENTRE AND THE CANBERRA
HOSPITAL AND IMMEDIATE SURROUNDS.**

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ACT GOVERNMENT RESPONSE TO THE STANDING COMMITTEE ON PLANNING AND URBAN RENEWAL'S INQUIRY INTO THE PLANNING FOR THE SPIRE CENTRE AND THE CANBERRA HOSPITAL AND IMMEDIATE SURROUNDS.

EXECUTIVE SUMMARY

The SPIRE Project is a significant commitment by the ACT Government to invest in the future of Canberra's public health system. Supporting Canberra Hospital's role as Canberra's only tertiary hospital, regional trauma centre and the principal teaching hospital in the ACT, the SPIRE Project will deliver a new state of the art emergency, surgical and critical care healthcare facility at Canberra Hospital.

The SPIRE Project will address three broad challenges for the Canberra Hospital:

- The need to respond to increased demand for acute and critical care services – the Territory must invest in new infrastructure to address population growth, the ageing population and growing levels of chronic illness;
- Innovative models of care and new technologies – new infrastructure provides the opportunity to fully implement contemporary clinical practice and technology to provide better outcomes for Canberran's and a more efficient health system;
- Ageing infrastructure – the SPIRE Project will not only replace existing aged buildings, but will provide the cornerstone for Canberra Hospital master planning to manage future infrastructure challenges.



Figure 1 SPIRE Aerial View Artists Impression (2020)

The SPIRE Project has been subject to significant due diligence, consultation and review since 2015-16, and the Government has listened carefully to clinicians and staff from Canberra Health Services, as well as other key stakeholders to ensure that the Territory achieves the best value for money and greatest clinical outcomes from this significant investment.

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The SPIRE Project development site has been selected with care, and the ACT Government is now in a position to deliver a significant new acute services building without heavily impacting existing critical care services on the campus during construction.

PLANNING FOR THE SPIRE PROJECT

Canberra Hospital Capital Asset Development Plan (2008)

Prior to the inception of the SPIRE Project and before work was completed on the Canberra Hospital Strategic Asset Management Plan, health infrastructure development was informed by the Capital Asset Development Plan (CADP).

Completed in mid-2008, the CADP outlined an ambitious capital program to meet health demand challenges over the following 10-15 years. Since 2008, the ACT Government has delivered a significant number of CADP and other projects, including:

- The Centenary Hospital for Women and Children;
- The Canberra Regional Cancer Centre;
- Inpatient ward refurbishments at the Canberra Hospital;
- Canberra Hospital's Southern Car Park;
- Adult Acute Mental Health Inpatient at Canberra Hospital;
- Dhulwa Secure Mental Health Facility;
- New Gungahlin and Belconnen Community Health Centres and a refurbished Tuggeranong Community Health Centre;
- The Intensive Care Unit/Coronary Care Unit at Calvary Public Hospital Bruce (CPHB); and
- CPHB's multi-storey car park.

In addition, the ACT Government has delivered the University of Canberra Hospital, and additional outpatient facilities and invested in new theatres and elective surgery capacity and CPHB and the refurbishment of oncology and haematology inpatient wards at the Canberra Hospital. Government has also invested in new facilities for Aboriginal and Torres Strait Islanders, with a \$12 million grant for Winnunga Nimmityjah Aboriginal Health and Community Services to construct a new health centre in Narrabundah.

To provide faster access to care for people with a minor illness and to help alleviate demand on the Emergency Department, the Government has also committed to a network of five Walk-In Centres. Four have been completed in Belconnen, Tuggeranong, Gungahlin and Weston Creek with Dickson to be completed soon.

In 2014, the ACT Health Directorate (ACTHD) sought Government's approval to bring forward a business case for the most ambitious element of the CADP, the demolition and redevelopment of Buildings 2 and 3 at the Canberra Hospital. Given the significance of the project, in terms of impacts on ongoing services, operational efficiency and with a capital cost of over \$1 billion, the ACT Government sought additional due diligence and review to inform decision making.

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To this end, in 2015, ACTHD and ACT Treasury worked together to consider the efficacy of the Building 2 and Building 3 proposal at the Canberra Hospital. This review included consideration of clinical performance, existing infrastructure condition and capacity and future capital works.



Figure 2 Building 3/2 Redevelopment Massing 2014

As announced by then Minister for Health, Mr Simon Corbell in June 2016, based on this review, Government determined that a redevelopment such as that proposal for Building 2 and Building 3 would not be necessary for up to 10 years.

The infrastructure investment made in the most recent Budget takes the total of the Health Infrastructure Program to more than \$1 billion and will provide the additional capacity to meet the Territory's needs for the next decade.

Mr Corbell said better utilisation of beds, improved processes and practices and a \$100 million infrastructure investment over the next four years would result in improved capacity and efficiency throughout the health system.

(Major health reform to deliver equivalent of more than 50 beds in our hospitals, 29 June 2016).

In addition to the outcomes in relation to underlying demand drivers for the redevelopment proposal, there were a number of risks with embarking on what would be the most significant infrastructure investment made by the Territory, including:

- Unavoidable interruptions to clinical services during construction;
- A prolonged construction delivery phase increasing overall project costs;
- Staging such that construction was being undertaken on top of live clinical areas, increasing the risk of operational interruptions, which may also impact clinical and workplace safety; and

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- A physical reduction in available inpatient beds during the mid-point of construction, increasing rather than decreasing demand issues at the Canberra Hospital.



Figure 3 Stages 1a, 1b and 1c of the Building 3/2 Redevelopment

Notwithstanding the above, the review also determined that there would still be a requirement for targeted investment in specific areas, particularly the Emergency Department, Intensive Care Unit and Operating Theatres.

While ACTHD was tasked with providing recommendations regarding new health infrastructure in which Government should invest, the 2016-17 Budget also provided a significant investment in existing infrastructure through the nearly \$100 million Upgrading and Maintaining ACT Health Assets (UMAHA) program.

Site selection

The SPIRE Project was developed as a concept by ACTHD to address future pressures in the Critical Care and Surgical and Oral Health Divisions of the then Canberra Hospital and Health Services (now Canberra Health Services). Further development of the concept began in late 2016, with an initial budget of \$500 million and a nominated location at the northern end of the Canberra Hospital (the current helicopter landing site).

Since 2016, work has continued in earnest to undertake feasibility, clinical service planning, site due diligence, infrastructure planning and early stakeholder consultation. Originally, this work was focussed on a site to the Northern end of the campus, displacing the existing helicopter landing site and staff car park.



Figure 4 SPIRE Original Proposed Site

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The location was selected for a number of reasons, including:

- Integration with the existing critical care building (Building 12), allowing for refurbishment of some elements rather than all new construction;
- Yamba Drive frontage;
- Relatively clear site, where the helicopter landing site readily relocated; and
- Direct connection with the Centenary Hospital for Women and Children.

However, as project due diligence continued, some of the challenges with the initial identified site became clearer:

- Undertaking prolonged major construction works adjacent to critical services, including operating theatres and neonatal intensive care would create a service interruption risk;
- A site selection report showed that the relocation of the helicopter landing site had the potential to delay the project substantially and increase costs;
- The distance from inpatient facilities would decrease the efficiency of patient movements on the campus; and
- The distance from the main entry and existing car parking structures would have necessitated two distinct entry points to the hospital and increased parking, mobility and wayfinding issues on the campus.

While the justifications for the original site were founded on some practical objectives, it was determined that better clinical outcomes may be achieved through other options.

Consequently, in 2018, ACTHD convened the cross-directorate Building Health Services Program Strategy Steering Committee (SSC), which considered, among other things, the planning and site for the SPIRE Project. Consisting of senior executives and advisors from ACTHD (including senior representation from the Canberra Hospital), Treasury, Environment, Planning and Sustainable Development Directorate and Calvary Healthcare, the SSC's most fundamental recommendation in relation to the SPIRE Project was a new location.

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The new location, now confirmed by Government, is on the northern end of the eastern part of the Canberra Hospital Campus, displacing the existing Buildings 5 and 24.

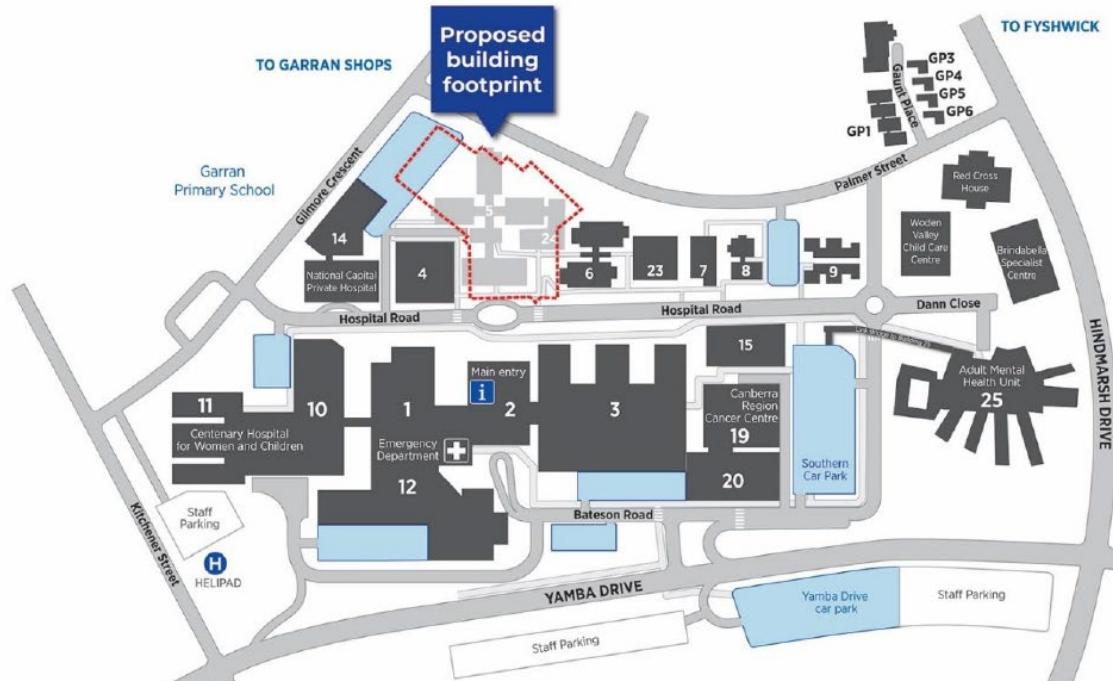


Figure 5 SPIRE Centre Proposed Development Site

The SSC, considering the complexities of the earlier identified site and a number of due diligence reports, recommended to Government a change of location for the SPIRE Project. Referring to the Canberra Hospital Strategic Asset Management Plan, due diligence reports and stakeholder feedback, the recommendation was made on the basis that:

- The existing buildings (5 and 24) are at the end of their useful life and not readily able to be refurbished and/or repurposed;
- The site would allow for construction of a wholly new facility, where the original site would require integration with already aged infrastructure, increasing the capacity for contemporary design and technology integration;
- The site would mean there is minimal impact on any critical care services during construction;
- The location provides for direct connection to the existing inpatient tower (Building 1); and
- The project will unlock the Eastern side of the campus for future redevelopment to address expansion pressures.

Since the announcement of the new location in December 2018, Government has received support from senior clinicians, other Canberra Hospital staff and some in the community. Notwithstanding, the Government understands the concerns of local residents raised in recent public forums and through Development Approval consultation processes.

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Proof of concept

Following Government's agreement to the SPIRE Project's location, ACTHD engaged health architects and sub-consultants to undertake a 50 per cent Proof of Concept Report. Through this period, ACTHD also worked closely with Canberra Health Services (CHS) to consult with senior representatives from each of the specialties included within the SPIRE Project scope. The Proof of Concept included, among other things:

- Planning and site analysis;
- Access and linkages, including ambulance, logistical and public access;
- Operational and clinical linkages;
- Functional relationships (facility planning);
- Urban design and place making (neighbourhood character);
- Aviation review (including noise impacts and flight paths); and
- Building, structural, acoustic and fire engineering analysis.

This Proof of Concept report informed Government's 2019 decisions on the SPIRE building. Following the Proof of Concept, the project was transferred to the newly created Major Projects Canberra agency from 1 July 2019.

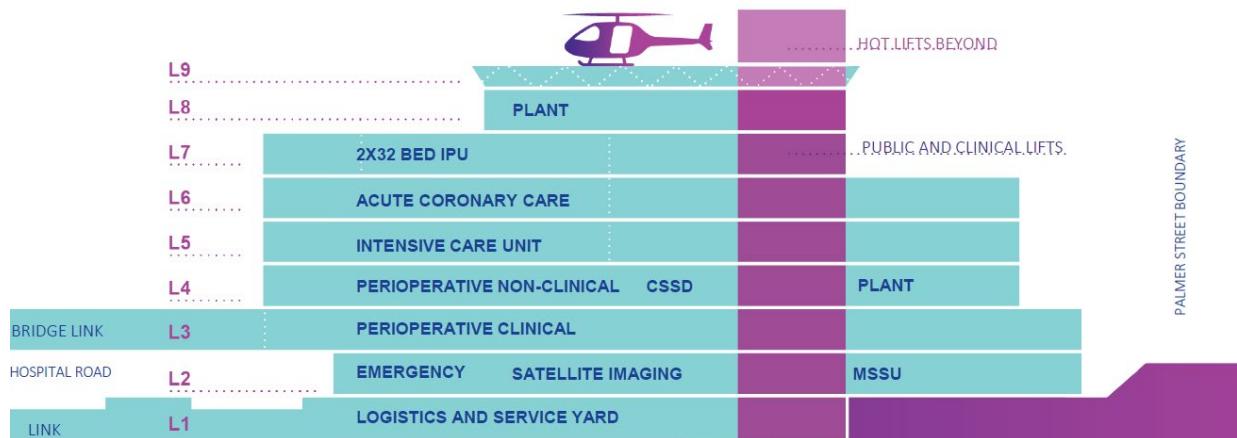


Figure 6 SPIRE Centre Proposed Functional Layout

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Consultation Processes

In addition to the SSC, the SPIRE Project has been subject to ongoing consultation processes. Informing the current scope and clinical planning outcomes has been a series of meetings with nominated senior clinical representatives from each impacted service area between December 2018 and May 2019. These meetings culminated with the clinical endorsement of the SPIRE Project configuration, subsequently announced by Government on 28 May 2019 (Joint Media Release, *SPIRE Centre set to transform The Canberra Hospital*).

Ten Clinical User Groups are continuing to inform the development of the SPIRE project, covering the following areas:

- Emergency Department;
- Surgical Inpatient Unit;
- Intensive Care Unit;
- Medical Imaging;
- Mental Health Short Stay Unit;
- Perioperative and Interventional Suite;
- Acute Cardiac Unit and Interventional Cardiac Laboratories;
- Loading Dock;
- Helipad; and
- Central Sterilising Services.

In addition to the detailed clinical consultation during 2018-19, ACTHD hosted or attended a number of consultation events, including:

- a joint Canberra Hospital and Calvary Public Hospital Bruce briefing in November 2018;
- a presentation and Q&A at the Woden Valley Community Council meeting of 6 March 2019;
- a briefing of the ACT Ambulance Service on 15 March 2019; and
- presentations and discussions with Garran Primary School representatives on 11 April 2019.

Since taking responsibility for the project on 1 July 2019, Major Projects Canberra has undertaken further consultation and engagement to inform planning, preliminary sketch plan design and procurement, including:

- meetings with the Garran Primary School on 26 August and 6 November 2019;
- a community consultation session hosted at Garran Primary School on 26 September 2019;
- a meeting with the Garran Residents' Association on 30 October 2019;

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- a presentation at the Woden Valley Community Council on 6 November 2019.
- approximately 50 meetings with clinicians as part of preparing the Models of Care and functional briefs which will inform the project's design process.

Extensive community consultation has also been undertaken in October 2019 about the planned phase out of residential accommodation at the Canberra Hospital with the demolition of Building 5 as part of planned SPIRE development works.

Moving forward, the ACT Government has established a Local Community Reference Group to work with the Territory and the main works contractor through the design and construction process. The establishment of a local community reference group for the SPIRE Project will provide a formal mechanism for the community to have their voice heard throughout the planning and development of the project. The Reference Group's key tasks will be to provide input for:

- The streetscaping within the vicinity of SPIRE Project;
- the urban design of the building; and
- ideas and solutions to traffic issues in collaboration with other government organisations.

The ACT Government is also engaging with a Consumer Reference Group (CRG) which has been specifically constituted for the SPIRE Project. The membership of the CRG includes representatives from:

- Health Care Consumers Association;
- Mental Health Consumers Network;
- CHS Patient Experience Team;
- Carers ACT;
- Council on the Ageing;
- Aboriginal & Torres Strait Islander Elected Body;
- Multicultural Advisory Council ACT; and
- People with Disabilities ACT.

In addition to meeting with this group on a monthly basis, consumer representatives are placed with each of the clinical user groups to ensure that input is received at all stages of design development. The CRG is another meaningful way the ACT Government is working with key professional and community representatives to ensure the design of the SPIRE Project meets the needs of the community.

MPC as the lead directorate for the SPIRE Project construction, will continue to work with the community to ensure that these concerns can be considered in the ongoing planning and

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design process. In particular, MPC is focussing carefully on reviewing and managing the impacts of traffic, parking, the helicopter landing site and also ensuring sympathetic and sustainable urban design consistent with the adjacent residential area.

As part of the required planning processes, the SPIRE project will be considered by the National Capital Design Review Panel (NCDRP). NCDRP is a joint initiative between the ACT Government and the National Capital Authority (NCA) to provide independent, expert and impartial design advice for significant development proposals across the city. Under the supervision of the ACT Government Architect and the NCA's Chief Planner, the NCDRP provides design advice to decision makers, developers and their design teams.

As design progresses, MPC will also engage with the United Ngunnawal Elders Council to ensure the development respects and celebrates Ngunnawal culture, in line with the principles underpinning the ACT Aboriginal and Torres Strait Islander Agreement and the approach taken in the development of the University of Canberra Hospital.

Project timeline

The ACT Government has given a commitment to complete construction of the SPIRE Project by mid-2024, with main works construction commencing in early-2021. The current indicative program shows:

Enabling Works	Q3 2019 through Q1 2021
Engage Early Contract Involvement (ECI) Contractor	Q3 2020
Early Works	Q4 2020 through Q1 2021
Main Works Contract Executed	Q1 2021
Construction Completion	mid-2024
Commissioning	2024-25

Schematic designs for the SPIRE Project will be developed by the Territory during the period up to the engagement of the ECI Contractor and thereafter will be further developed and finalised (including obtaining Development Approvals) by the ECI Contractor.

It should be noted that statutory timeframes for obtaining development and building approvals may impact this timeline and that any third party review and related time delays is outside the control of the ACT Planning and Land Authority.

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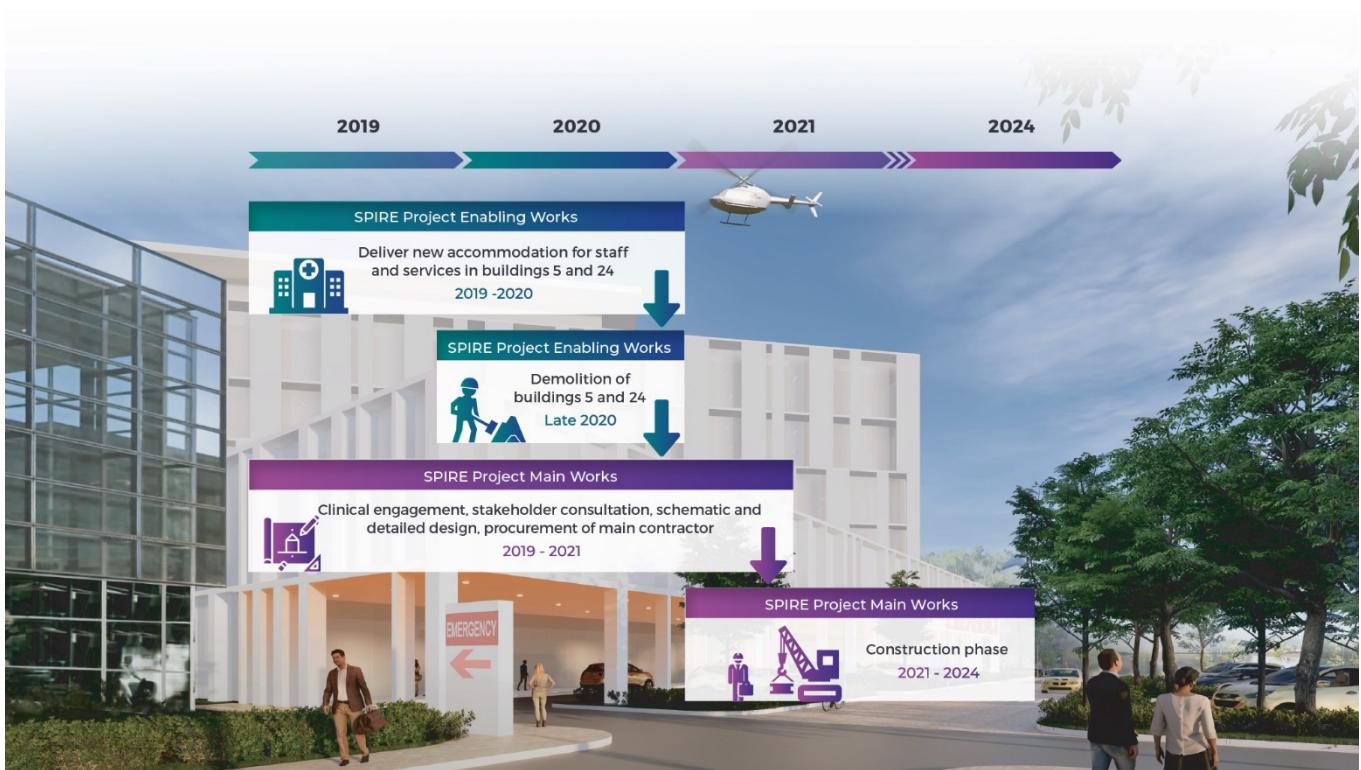


Figure 7 SPIRE Program (as at January 2020)

Traffic and parking

MPC is undertaking an extensive survey of traffic in and around the Canberra Hospital site to build on the work done during the concept design stage. The data from this survey will be analysed and used to generate pre and post-SPIRE traffic models. This analysis will be used in ongoing community consultation and design activities.

The new facility will displace 54 staff and fleet carparking spaces and 86 short-stay public parking spaces at the northern end of the campus. These spaces are currently accessed via Kitchener Street and Gilmore Crescent whereas replacement and additional parking will be accessed predominantly from Yamba Drive and Hindmarsh Drive. This change is expected to result in a reduction of hospital-related passenger motor vehicle movements along Kitchener Street and Gilmore Crescent.

To alleviate parking and traffic pressures within the Canberra Hospital precinct during the SPIRE Project's construction phase, MPC is constructing a temporary carpark near Canberra Hospital at the former CIT Woden campus. The new carpark will primarily be for the use of hospital staff and will provide approximately 1100 additional spaces. It is intended that this will free up additional parking on the hospital campus for patients and visitors, which would be accessed primarily from Yamba Drive.

Traffic impacts as well as parking demand and provision will be formally considered by the planning and land authority and TCCS as part of the development assessment process.

Community safety and environmental considerations

Although it is early in the design process, community safety and the quality of the local environment has been considered at all stages of project planning to date. This ongoing work will be further informed by the results of the traffic studies and through extensive ongoing consultation with the local community.

Issues that are currently being considered and will be developed further over the coming months are:

- helicopter movements, flight paths and acoustic profile in comparison to the existing profile;
- emergency vehicle movements and operational protocols to minimise impact on the local community;
- arrival route to the new emergency department by private vehicles;
- boundary landscaping and streetscaping along Palmer Street;
- presentation of the new facility to Palmer Street; and
- effects of the new facility on traffic flows in the local area.

As part of the Development Application process SPIRE will be assessed against *the Crime Prevention Through Environmental Design* (CPTED) provisions contained in the Territory Plan. The Government is also committed to ensuring that the building will be a culturally safe space that embeds the requirement for all services to be culturally appropriate and accessible. The physical space will be designed to give life to the vision of a health service that is person-centred and inclusive.

Emergency vehicle movements, including helicopter operations, will also be assessed as part of this process.

Further, environmental and wider impacts on the community will be assessed as part of the development assessment process, including issues raised through the statutory notification process.

Impact on surrounding residences, school and community facilities

The Territory is committed to working with the community to minimise any adverse impacts to the local residences and school. The ACT Government is aware of the main areas of concern (as noted in the section above) and will continue to engage with the community as the plans develop.

There will inevitably be some short-term impacts during construction of the new facility and, once they are engaged, we will be working with the contractor to ensure that these impacts are effectively managed and minimised. The creation of a temporary carpark at the former CIT Woden campus will provide sufficient space to ensure that expected Development Application conditions for SPIRE and other Canberra Hospital site service expansion projects will be in compliance with planning obligations. The Territory is also able to require that the contractor implements parking solutions for contractors which minimise the impact on the campus parking during the construction phase.

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Impact on existing hospital and emergency infrastructure and services

The SPIRE Project will be constructed on a part of the Canberra Hospital Campus that is not currently used for emergency or critical healthcare functions. One of the primary benefits of this location is that the project can be delivered with minimal impact on existing campus operations, including access to these services by the public. The construction site will be largely self-contained at the edge of the campus and it is expected that the delivery of the SPIRE Project will have minimal impacts on the functioning of the hospital.

Once complete, clinical operations will be able to be migrated to the new facility efficiently without the need for protracted and complex staging and sequencing of moves, or dislocation of functions for which close proximity is critical.

Connectivity of the new facility to those functions that will remain in other parts of the hospital has been examined during the planning stage and will continue to form part of the design focus. In most cases, movements of patients between the new building and other parts of the hospital will be similar to those currently experienced between inpatient areas and the existing acute healthcare facilities.

LONGER TERM PLANNING FOR THE CANBERRA HOSPITAL

Development of a new Master Plan

The ACT Government is supporting significant expansion and investment in health care services to respond to the community's needs. Major capital investment projects being planned at the Canberra Hospital campus include the SPIRE Project; expansion of the Centenary Hospital for Women and Children; a new Australian National University facility; additional demountable buildings; as well as other infrastructure upgrade programs.

To ensure that the clinical and logistical operations of the campus are best supported by current and future capital investment projects, the ACT Government is developing a core planning document for the entire site which identifies any interface issues with existing operations and will synthesise these functional requirements into a consolidated plan – the Canberra Hospital Master Plan (the Master Plan).

The Master Plan will look beyond the investments currently underway at the campus to ensure that all the health infrastructure on the campus, new and existing, supports the best outcomes for our community. The Master Plan is another step in the modernisation of the Canberra Hospital campus and is a strategic planning document which will set out how the campus could change over the next 20 years.

The Master Plan will provide a comprehensive planning framework to guide future changes that reinforce or strengthen the features which are important to the campus. It will set out the development stages and design parameters for future development and investment phases to achieve a functional, collegiate, considered and efficient health campus.

This project will see the Canberra Hospital campus evolve into a series of interconnected precincts and will help to break down the boundaries between clinicians, industry and

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community. It presents the opportunity to consolidate ACTHD's past planning documents, investigative studies and reports into a single comprehensive planning document.

The Master Plan project includes the gathering of the significant work that has already been undertaken regarding planning and infrastructure on the campus. This work has formed a substantial data repository to inform the creation of the Master Plan in the coming months.

Themes

A set of 'Themes' and 'Principles' were included in the Framework which will inform the structure of the Master Plan and, subsequently, the alignment of the planning and development scenarios against the campus vision.

Best practice suggest that the themes determined for future planning can be weighted to drive alignment with government policy or initiatives. These weightings can change over the forecast period of the Master Plan to represent the maturing focus of the organisation in its achievement of the vision. The following four themes identified in the Framework were informed from the process of undertaking a detailed desktop research and due diligence study across the full breadth of policy documents, and strategic plans and the CHS Values:

Health and Wellbeing

Supporting the health and wellbeing of patients and staff by providing healthy spaces and empowering healthy choices. The benefits of designing buildings which have a focus on health and wellbeing outcomes has a range of benefits for staff, patients, carers and the environment.

Social Value

The social value ambition is to get the most value for money from public spending. Social value can yield positive outcomes in a cost and resource efficient way. It considers purchase of goods and supplies; investment; regeneration activity and delivery of services in the context of understanding how this collectively benefits the community.

Understanding the impacts of decommissioning services is an important measure of social value, as it decreases the operational burden of surplus facilities.

Future Readiness

Digital disruption and emerging technologies require a rethink of the way health services, education and research are delivered. Technology development in healthcare has been rapidly moving from products to services into medical solutions such as robotics and artificial intelligence. There have been trends towards personalised and precision medicine, greater access to information and interoperability of systems.

These technologies help to address healthcare needs in an environment of rising health costs, digital expectations from consumers and increasing need and demand for interoperability.

Medical solutions technology has the opportunity to create industries, support world class training and deliver world class care to the community whilst also creating new industries for the local workforce.

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The ACT Government is committed to developing Canberra as a high growth digital economy, building a city of innovation and connected communities where technology plays a key role in citizen engagement and better services.

This commitment provides opportunities to re-think delivery of health care services and health infrastructure.

Environmental Gain

Hospitals are large public buildings that have significant impact on the environment and the economy of the surrounding community. The Canberra Hospital is the largest consumer of water and energy in the Territory and produces large amounts waste. The ACT Government must consider sustainability for the design, construction and operation of its facilities.

Principles

The phase one Framework also identified a set of principles that will help form the campus Master Plan. Principles in Master Planning represent the design considerations which activate physical improvements in the amenity, movability and the experience of visiting the site.

These include:

- functional service precincts;
- Transport and connectivity;
- Urban design and green space;
- Built form;
- Infrastructure;
- Collaboration; and
- Sustainability.

The development of a detailed Master Plan will provide a comprehensive guide about building massing and capacity, services infrastructure, engineering plant; and the analysis of how the campus will function with respect to logistics and material distribution, parking, support services for staff and patients, community and recreational space and retail.

The Master Plan will also consider the demolition and or re-purposing of existing low priority infrastructure and forecast a costed prioritised sequencing strategy for campus development and expansion.

Expected outcomes of the Master Plan will be:

- clear definition of land uses and the arrangement of the site into 'functional precincts' including their relationships;
- conceptualisation of the three-dimensional urban environment;
- a phasing and implementation schedule and the identification of priorities for action;
- a framework for regeneration and attraction of private sector investment; and
- an engagement process with the local community to solidify consensus on the change horizon for the campus.

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Facilitated consultation with the CHS Clinical Executive team and the CHS Infrastructure and Health Support Services team has been undertaken to determine the broad strategic consensus for conscious change at the site and to validate the scope and boundaries of the Master Plan. Through this consultation, key challenges to be addressed were identified including:

- Navigation and wayfinding across the campus is difficult;
- Limited discreet patient transport thoroughfare links through the campus;
- External pedestrian walkways are exposed to weather and environmental conditions;
- Limited availability of outdoor green spaces;
- There is no easily identified main entry point to the campus and central meeting place;
- There is inconsistency in the age, fitout and condition of wards across the campus, providing inequity in patient experiences; and
- Limited end-of-trip facilities.

In addressing these challenges, the Master Plan will focus on:

- The patient experience, by taking a holistic approach to healthcare – one that takes healing environments into consideration;
- Access, by creating a campus that is purposefully connected and collegiate in purpose and functionality; and
- Amenity - the campus emulates a healthcare village and caters for a live/work/play urban environment with a variety of retail, social and recreational amenities to support a diverse 24/7 consumer base of staff, visitors, patients and carers.

The Master Plan will specifically focus on the Canberra Hospital Campus itself, with consideration given to traffic and parking within the Canberra Hospital campus and surrounds to ensure the safety and accessibility for staff, patients and visitors alike. The image below shows the Canberra Hospital Campus' boundaries:

ACT GOVERNMENT RESPONSE TO THE STANDING COMMITTEE ON PLANNING AND URBAN RENEWAL'S INQUIRY INTO THE PLANNING FOR THE SPIRE CENTRE AND THE CANBERRA HOSPITAL AND IMMEDIATE SURROUNDS.



Figure 7 The Canberra Hospital Campus

Ongoing consultation

The ACT Government is committed to engaging with the local community and users of the Canberra Hospital campus throughout the development of the Master Plan.

Consultation with all the executives on the hospital campus has been undertaken to understand the work that had already been done in their areas, as well as to identify the challenges of the campus. As mentioned above, this included two planning workshops with the CHS Clinical Executive team and the CHS Infrastructure and Health Support Services team to determine the broad strategic consensus for conscious change at the site and to validate the scope and boundaries of the Master Plan.

Throughout the Master Plan, the Government will engage with users of the campus, the surrounding residents and the wider ACT community.

The established Consumer Reference and Community Reference groups for SPIRE will be utilised as one mechanism to receive input to and feedback on the master plan as it develops. Existing ACT Government community engagement channels will also be utilised.

We note the inquiry will also consider safe traffic flow, traffic and parking within the Canberra Hospital campus; and the management of impacts on local community and school, and on the safety of the community; emergency vehicle and helicopter access and the impact of

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helicopter noise on surrounding residences and school. These issues, along with other challenges outlined above will be considered in the development of the Master Plan.

The ACT Government is committed to ensuring the safety of staff, patients and visitors on the campus and phase two of the Master Plan will include extensive consultation with clinicians, the workforce on the campus, and the local community.

ACTHD is working closely with MPC and CHS as the design process for SPIRE runs in parallel with the development of the Master Plan.

CONCLUDING REMARKS

SPIRE represents one of the largest ever investments in public health care in the Territory and will provide essential acute care to the Canberra region. The SPIRE Project is critical in ensuring that the future needs of the region's growing population is met.

The SPIRE Project will deliver:

- 148 inpatient beds, including 60 Intensive Care Unit beds and 24 Coronary Care Unit beds;
- 22 operating theatres;
- 114 emergency treatment spaces;
- 55 day surgery beds;
- integrated radiology and medical imaging facilities; and
- patient, carer and staff spaces for respite, learning and meeting.

The SPIRE Project is the culmination of years of Canberra Hospital service and infrastructure planning, and due diligence has been undertaken to ensure that the Project delivers the best outcomes for Canberra Hospital staff, patients and the Canberra community. SPIRE's final site selection within the campus will ensure that critical operations, including the helipad and emergency care, can continue to operate uninterrupted by construction works.

The ACT Government continues to consult with consumer representatives and the local community in the finalisation of the design process, and will continue to consult with stakeholders throughout the next stages of the project life cycle to ensure that the SPIRE Project delivers a facility that meets the needs of patients, carers, families and the community.



ACT
Government

February 2020