

7 THE CONCEPT PLAN

In addition to the limited development parameters for which this Concept Plan seeks approval, the following section also provides an illustrative description of the total project for which full approval will be sought under separate application.

7.1 THE TOTAL PROJECT (FOR WHICH ONLY PARTIAL APPROVAL IS SOUGHT)

The total project involves the delivery of new 'state of the art' hospital facilities on the RNS campus to meet changed clinical needs, including a new acute hospital building, a new community health precinct and new research and education facilities. This refurbishment and expansion will result in an improved, but consolidated facility, creating surplus residual land that will provide opportunities for the development of complementary health facilities and commercial and residential development by the private sector that will support and help fund the procurement of the new health facilities.

The hospital will decrease from approximately 136,000m² to 130,500m² in floor area, and will occupy less than half of its current site. It will involve the consolidation of all public hospital facilities into the existing Building No. 1, Building No. 2, the Douglas Building and four new buildings located immediately to the east across Reserve Road. This consolidation will involve significant refurbishment of the retained buildings, including partial demolition of Building No. 1 to provide a new Acute Services building with excellent access to all other buildings, including the existing Private Hospital.

However, there will be no significant change to the range of services or floor space provided within the existing hospital, merely a rebuilding of the facilities in which they are housed, to consolidate the services currently provided within numerous piecemeal and outdated buildings into a smaller number of integrated, efficient and more pleasant modern buildings. While the gross floor space of the hospital will decrease, the useable area will increase. The redevelopment will therefore not significantly change the range of services or capacity of the existing hospital. It will, however, significantly improve the quality and reliability of the services the hospital can offer.

In summary, the hospital will comprise:

- *The Douglas Building*
Will remain largely unaffected by the redevelopment except for:
 - New Mental Health Inpatient Unit to be housed on level 1
 - New link ways to the proposed buildings
- *Building No. 1*
Will be partially demolished with the retained 9,400m² of space being used for pathology, offices, stores and staff amenities.
- *Building No. 2*
Will only be partially occupied by Health Services, with surplus existing space being available to be leased to private sector health providers. The building will house support services, offices,

pathology, pharmacy, medical records, CSSD and a number of other existing services within the first seven levels of the building.

- *The New Hospital Building*
Will comprise an Acute Service building and an Ambulatory Care Building that are linked at all levels with the Central courtyard/galleria constructed over the former alignment of Reserve Road. The new facilities will have 63,800m² of space which will accommodate:
 - Emergency Department, Medical Imaging and Retail facilities
 - Integrated Cancer Care Centre with Radiation Oncology, Chemotherapy and Haematology
 - Therapies and Ambulatory Care
 - Interventional Floor comprising Operating Theatres, Cardiac Cath labs, 23 Hour ward and Pain management
 - ICU and three 30 bed inpatient units
 - Spinal and four 30 bed inpatient units
 - Sleep and Acute Dialysis and three 30 bed inpatient units
- *New Research/Education Building*
This will be a new 10 storey (above ground) building comprising approximately 27,000m² of net functional floor space that is purpose designed to house specialist medical research and training. Its principal features will include modern world class research labs. The building design will allow the staged development of additional space for research with the ultimate number being approximately 500-research personnel. The Educational facilities will house the clinical training and simulation centre, library and a lecture theatre.
- *The Primary Care / Community Health Building*
Will provide over 7000m² of functional area spread over five levels of an eight storey building. The facility will house:
 - Opiate services and car parking
 - Community Mental health and Drug & Alcohol services
 - Community Health Services
 - Child and family Services
 - Aged Care Community Services
 - Dental services
 - Renal Dialysis services

While future expansion of the Private Hospital is provided for within the built form envelope parameters of the Concept Plan, no specific expansion or redevelopment is currently envisaged.





Figure 28: Illustrative Master Plan, prepared by Cox Richardson

Those parts of the site not required in direct association with the hospital will be redeveloped for a wide range of hospital related and other commercial, retail, residential, community facility and other purposes, including:

- A new road system, incorporating four new public roads and the reopening of Westbourne Street
- Five (5) new street block/development precincts comprising a total developable area of 41,090m², which is 31% of the total site area.
- Four new publicly accessible open spaces, with a total open space area of 9,500m² (i.e. almost a quarter of the developable area), including a heritage precinct/street block containing the main grouping of hospital heritage buildings.
- A maximum of 176,200m² of new floor space area (FSA) in a range of new health related, commercial, retail, research, high technology, residential and temporary accommodation buildings.

However, pursuant to the Concept Plan provisions of Part 3A of the EP&A Act, approval is not currently sought for the building design or other detail aspects of the project. Instead, and as authorised by the Minister for Planning, approval is only currently sought for those aspects of the project contained in the Concept Plan detailed at Section 7.2 below. Separate approvals for the more detailed aspects of the project will subsequently be required.



Figure 29: Herbert Street looking north



Figure 30: Red Road looking south



Figure 31: Yellow Road looking east



Figure 32: Aerial perspective looking north-east

7.2 THE CONCEPT PLAN (FOR WHICH APPROVAL IS CURRENTLY SOUGHT)

Approval is not currently sought for individual building designs, or the 'illustrative master plan' outlined at Section 7.1 above. Rather, Concept Plan approval is sought only for the following key development parameters.

- Demolition, excavation and preparatory site works.
- Conceptual road design.
- Subdivision of the site into two hospital allotments and 5 separate development allotments.
- Maximum gross floor areas for each allotment.
- Broad land use distribution across the development allotments.
- Landscape, open space and heritage design concepts.
- Community facilities to be provided.
- Building heights planes, build to lines and setbacks.

Approval for the final designs developed within these parameters will be obtained separately at a later date.

7.3 BUILDING RETENTION / DEMOLITION (HERITAGE)

The Concept Plan involves the demolition of all buildings not required for hospital purposes or to conserve the heritage significance of the site (see Section 3.4.2 and 8.4). The buildings to be retained are indicated below.



Figure 33: Existing buildings to be retained, prepared by Cox Richardson

7.4 SUBDIVISION AND ROADS

The consolidated hospital occupies the north western section of the total site. This core area has been determined to meet both the current and future needs of the consolidated hospital operations. The Concept Plan road layout has been developed to provide definition of both the consolidated hospital site to the west, and the heritage and development precincts on the residual land to the east and south east.

Red Road, Eileen Street and Yellow Road serve to subdivide the site in a manner that provides direct vehicular and pedestrian access to the three functional components of the site:

- Consolidated hospital site - Precincts 1, 2 and 8
- Heritage building group - Precinct 3
- Development Parcels - Precincts 4, 5, 6 and 7

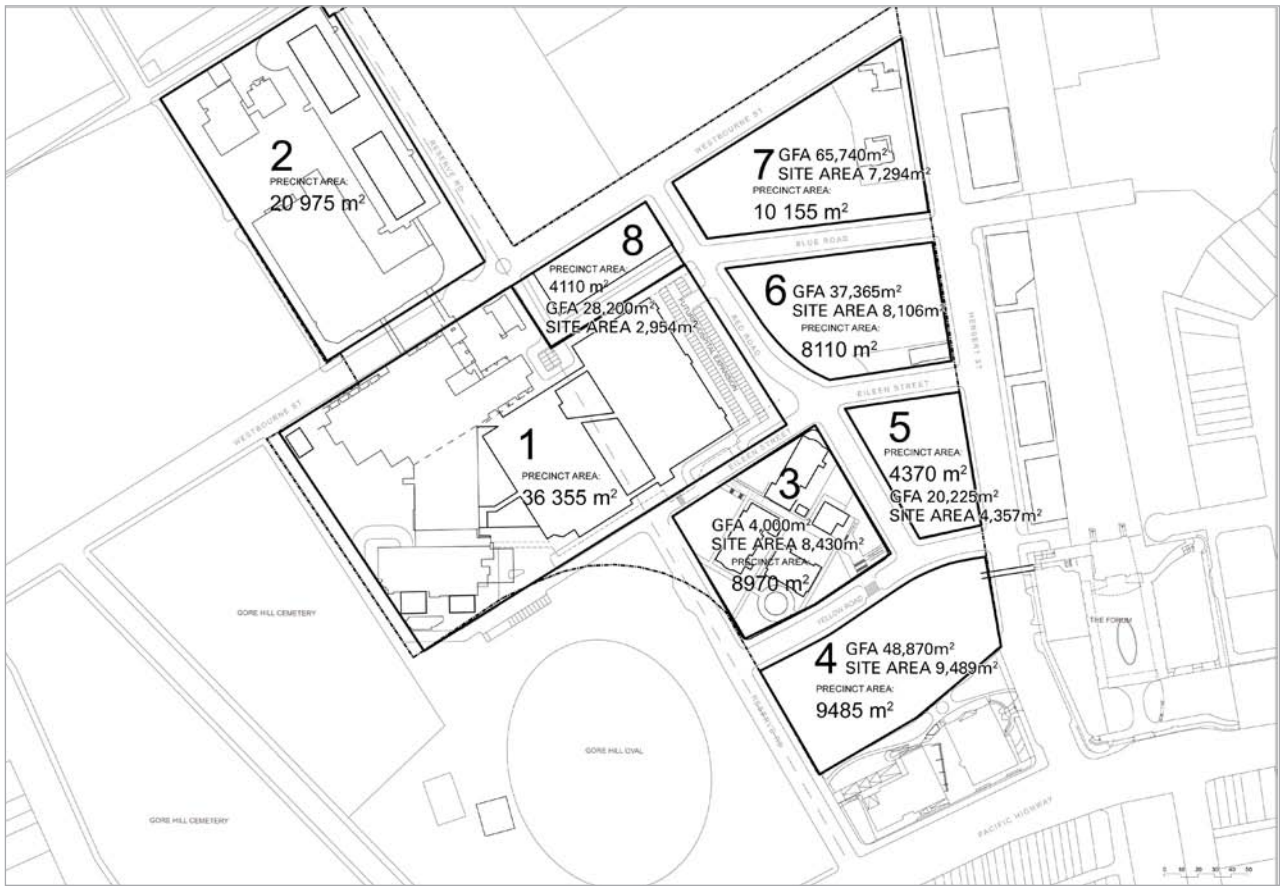


Figure 34: Precinct Plan, prepared by Cox Richardson

The surplus land is subdivided into development precincts bounded by Blue Road, Green Road, and Yellow Road, in order to create block depths consistent with efficient building design guidelines, and to provide direct vehicular and pedestrian access and arrival points to these blocks. In general, a maximum block depth of 80 metres is achieved.

Yellow Road has been configured to generally follow existing site contours, in order to facilitate direct on-grade pedestrian access routes between St Leonards Railway Station and the proposed main entrance of the hospital at the intersection of Reserve Road and Green Road.

The road layout proposed in the Concept Plan provides permeability and connectivity between uses on site and the surrounding St Leonards centre via both the existing main roads (Pacific Highway and Herbert Street) and the existing pedestrian network system.

It has also been designed to reflect the alignment and ratio of roads to developable area of the surrounding development pattern, as shown in Figure 35 below.

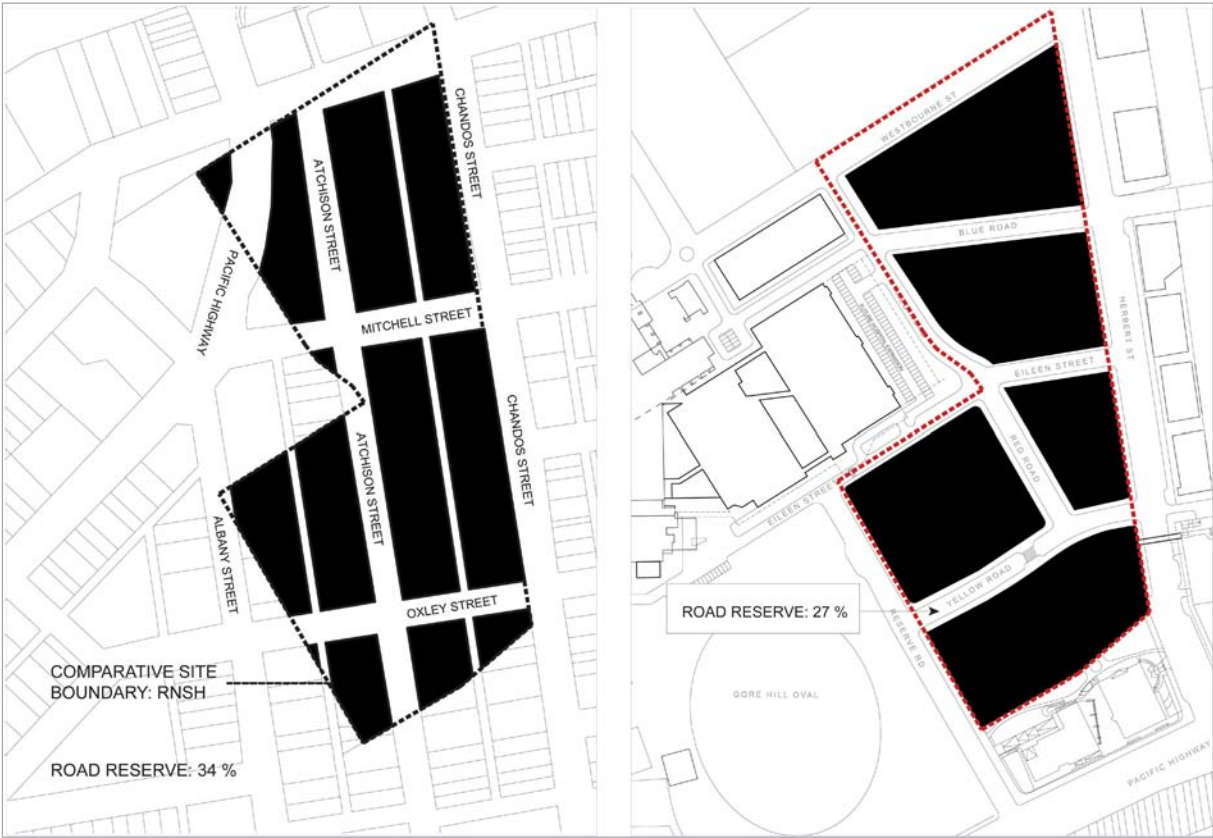


Figure 35: Road Overlay, Prepared By Cox Richardson

7.5 LAND USE AND FLOOR AREA

The illustrative master plan reduces the existing public hospital from approximately 136,000m² to 130,500m² and involves no change to the Private Hospital. However, it is likely that both the public and private hospitals will continue to grow incrementally over time, with the addition of new buildings, wings or other facilities. No maximum GFA is therefore specified for these precincts and the proposed heights planes (see Section 7.9) allow for further hospital expansion in the future, subject to separate application.

All floor space proposed within Precincts 1 and 2 will be used only for ‘hospital’ and directly ancillary purposes such as gift shop, coffee shop, research labs, teaching facilities and the like. The maximum and/or minimum percentage of GFA as defined pursuant to Willoughby Local Environmental Plan 1995, that will be attributed to various classes of land uses in Precincts 3 to 8 are detailed below.

TABLE 1: Proposed floor areas

Precinct	Residential		Temp Accom		Retail		Showrooms & Bulky Goods Retail		Commercial		Total Max
	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	
Private Mixed Use Development											
3	0	0	0	0	5% 200m²	50% 2,000m²	0	0	50% 2,000 m²	95% 3,800 m²	4,000 m²
4	0	0	0	45% 24,435 m²	5% 2,444m²	11% 5,400 m²	0	0	50% 24,435 m²	95% 46,427 m²	48,870 m²
5	0	0	0	40% 8,090 m²	4% 8,00m²	12.5% 2,528 m²	0	10% 2,023 m²	60% 12,135 m²	96% 19,425 m²	20,225 m²
6	0	80% 29,892 m²	0	80% 29,892 m²	0	1% 374 m²	0	5% 1,868 m²	20% 7,473m²	100% 37,365 m²	37,365 m²
7	50% 32,870 m²	100% 65,740 m²	0	50% 32,870 m²	0	1% 660 m²	0	0	0	2% 1,320 m²	65,740 m²
Sub - total	32,870m²	95,000m²	0	35,000m²	3,500m²	11,000m²	0	3,891 m2	46,000 m²	106,800m²	176,200 m²
Hospital Research/Education											
8	Nil	Nil	Nil	Nil	0	2% 560 m²	0	0	98% 27,636 m²	100% 28,200 m²	28,200 m²
Total Site – Excluding Hospital											
Total	32,870m²	95,000m²	0	35,000m²	3,500m²	11,500m²	0	3,891 m²	70,000m²	135,000 m²	204,400 m²

Note: The ‘subtotal’ and ‘total’ rows in the table above are not the total of the maximum and minimum specified for each land use in each precinct, which add up to a larger number. These maximum and minimums for each precinct will be adhered to in addition to the separate maximum and minimum for each land use, and the overall maximum specified for each precinct..

The categories of land use described in Table 1 are not intended as land use permissibility provisions and do not adopt the definitions contained in any Environmental Planning Instrument. Land use permissibility is addressed in the proposed Schedule 3 listing to SEPP Major Projects (see Appendix 3). The above land use distribution is intended only to supplement these provisions and provide a descriptive conceptual distribution of intended land uses, that are interpreted as:

- *Residential*
Permanent residential accommodation or 'dwellings', which will almost exclusively be provided in the form of residential flat buildings
- *Temporary Accommodation*
Any form on accommodation other than permanent dwellings, and including hotels, serviced apartments, student accommodation and staff (e.g. nurses) accommodation.
- *Retail*
Shops, convenience stores, restaurants, cafes, a supermarket or any other kind of retail premises.
- *Showrooms and Bulky Goods Retail*
Only those forms of retailing that by the inherent nature of the goods sold require large floor areas for the display, loading and/or handling of those goods. This category of uses is intended to include the display and sale of cars, furniture, lighting, homewares, office goods and the like. This category is included to facilitate large floor plate retailing that addresses, and thereby provides out of hours activation of Herbert Street, without generating major traffic and parking volumes during peak hospital and office traffic generation periods.
- *Commercial*
A wide range of general commercial offices and health related uses, including medical research, processing (e.g. pathology and radiology), education, consulting and treatment.

The above land use distributions have been designed to achieve the following land use functions.

- *Precinct 3* will have a village green feeling comprising retail, commercial and special health uses sensitive to the heritage fabric of the retained buildings. However, it is anticipated that this precinct will predominantly comprise specialist medical consulting rooms and ancillary ground floor convenience shops/restaurants. Residential and temporary accommodation uses will not be permitted
- *Precinct 4* will be a distinctly commercial precinct, but with up to half of the GFA being potentially available for use as a 'medi-hotel', serviced apartments or some other form of temporary accommodation. However, no permanent residential accommodation will be permitted. Approximately 2,500m² and 5,500m² of floor space will be used to create an active retail precinct around the ground level plaza connecting to the Herbert Street pedestrian bridge. This will potentially include a mid-sized supermarket supported by a range of specialty and daily convenience shops, cafes and the like.

- *Precinct 5* will similarly be a predominantly commercial zone with up to 40% of the GFA permitted for temporary accommodation and about 800m² – 2,500m² of retail floor space to activate the 'Yellow Road' frontage of the precinct and possibly a showroom at ground level to Herbert Street.
- *Precinct 6* will be the most flexible precinct in the Concept Plan, and may accommodate various land use options. This flexibility has been built in to allow the Concept Plan to remain relevant through market changes during the years it takes to complete the redevelopment of the entire site. However, residential development and temporary accommodation uses will be limited to 80% of floor space to ensure that lower level commercial activity is provided. Retail/showroom use will be limited to ground level at Herbert Street.
- *Precinct 7* will be a predominantly residential precinct, but with up to 50% of floor space permitted to be used as temporary accommodation. Up to 650m² of floor space will be available for local service retail and up to 1,320m² will be available for use as a community centre and crèche and/or child care centre.
- *Precinct 8* will be a research and education precinct designed to operate in direct association with the hospital. Only hospital and commercial use will be permitted, except for a maximum of 550m² of retail service shops to activate the ground level.

The main underlying principle adopted in the land uses proposed in the Concept Plan is to maintain close proximity and linkages between the consolidated hospital site and compatible health-related uses (such as community health services, private health clinics, health worker accommodation and research facilities).

Employment-generating and retail uses are, in general, concentrated toward the southern sites (Precincts 4 and 5 and possibly 6), where close access to public transport is available. Residential uses are concentrated more to the north (Precinct 7 and possibly Precinct 6), where residential amenity and views are optimised, and potential conflicts between ambulances, helicopters and retail activity is minimised.

Heritage buildings within Precinct 3 are retained within a low scale park like context as the central hub around which the rest of the Concept Plan hangs. A clearly delineated and active pedestrian route is created from the railway station into the retail activity of Precinct 4, into the central heritage precinct and then into the hospital itself.