



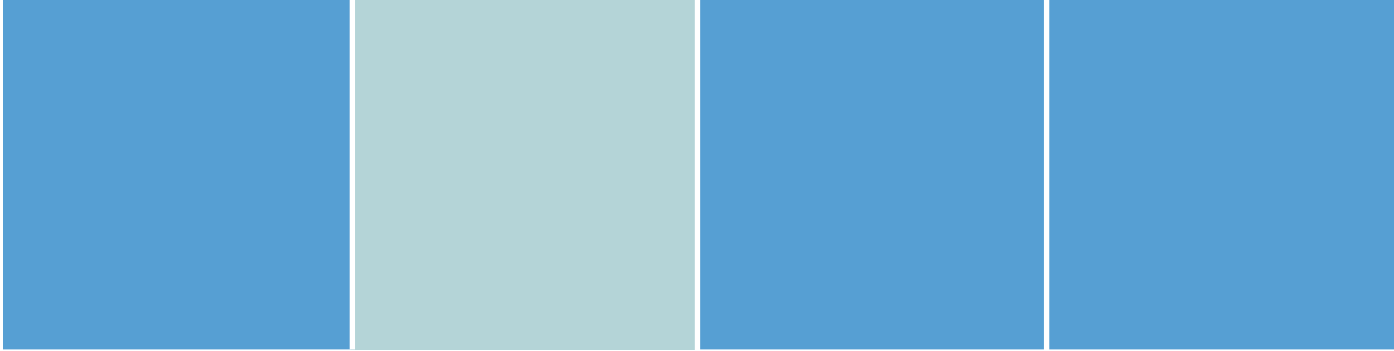
PARKVILLE PRECINCT STRATEGIC PLAN

SUMMARY AND GOVERNMENT RESPONSE 2006



A Victorian
Government
initiative





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MINISTERS' FOREWORD

Victoria's Parkville Precinct has long been recognised both within Australia and overseas as a hub of excellence in healthcare, research and education.

To protect its international reputation and continue to develop the Precinct to its full potential, the Victorian Government commissioned a strategic plan to guide its future development.

The result is the 10-year *Parkville Precinct Strategic Plan*, a document developed in consultation with Precinct stakeholders and community groups and endorsed by Precinct leaders. The Plan provides a series of recommendations, the majority of which have been fully accepted by Government.

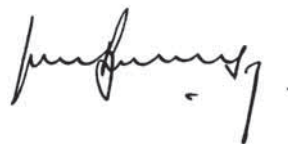
Individually the institutions in Parkville provide an essential contribution to the community. In collaboration, they provide an environment that fosters exciting new ideas and innovations from our dedicated scientists and clinicians. It is this collaboration that the Plan identifies as a key to future development.

While the Plan focuses on healthcare, research and education, it also acknowledges the outstanding heritage and amenity of the area.

Together with the Government's recent investment in research and healthcare, including the new Royal Women's Hospital, the rebuilding of the Royal Children's Hospital, and a \$50 million contribution to the redevelopment of the Walter and Eliza Hall Institute, the Strategic Plan positions Parkville to take best advantage of the opportunities available.

This booklet summarises the key elements and major recommendations of the Plan. Interested parties are encouraged to seek a copy of the entire Plan through contacts listed at the back of the booklet.

We commend the Plan to Victorians as a major step forward in maintaining and improving high quality healthcare, research and education, as well as making a valuable contribution to our State's thriving economy. The Victorian Government looks forward to working with Precinct stakeholders to bring about the Plan's vision of integrated healthcare, research and education.



Hon John Brumby MP
Minister for Innovation



Hon Bronwyn Pike MP
Minister for Health



EXECUTIVE SUMMARY

Victoria is served by an exceptional collection of nationally and internationally recognised hospitals, research institutes and tertiary education institutions.



These institutions provide Victorians with high class healthcare and education and perform world class research. Their work keeps Victoria at the forefront of medical research and clinical practice.

The Parkville Precinct, located on the northern edge of Melbourne's Central Business District (CBD), is home to a number of well-established health, research and education institutions, which deliver high levels of health, social and economic benefits to Victoria and Australia.

Parkville's history is entwined with health, research and education. The University of Melbourne, for example, was established in the area during the 1850s.

The Precinct is highly developed and has many significant commercial, residential and parkland interfaces. Continued development is critical for the Parkville Precinct to remain at the forefront of healthcare, research and education, and continue to deliver benefits to the Victorian community.

Aim of the Strategic Plan

The *Parkville Precinct Strategic Plan* has been developed to assure the Precinct's ongoing important role in healthcare, research and education.

The 10-year Plan will guide the Parkville Precinct's development and strongly position the Precinct to take advantage of its institutions, established links, advanced infrastructure and supportive environment.

Consultation

The Plan is the result of the work of the *Parkville Precinct Strategic Plan* Steering Committee. Many organisations were consulted in its development, including healthcare, education and research institutions, and community groups.

The Committee has developed a shared vision for the Precinct, identified five key elements for focus and made 20 recommendations, 17 of which have Government support.

Outcomes for Victoria

The Victorian Government strongly endorses most of the Plan's recommendations. These recommendations address current and medium-term opportunities, and position the Precinct and the Government for effective long-term decision-making.

The Plan has identified that strengths in cancer research and treatment are a key opportunity for development. Recommendations have also been made for the future of the former Dental Hospital site.

The Plan's focus on the healthcare, biomedical research and education institutions will inform and guide the long term planning and development of these sectors.

While the Plan's focus is on the health, research and education functions, it also recognises the outstanding heritage and amenity of Parkville, and will ensure that its special character which underlies its attractiveness to work and live is reinforced. This will support the continued successful co-existence of these institutions with the local community long into the future.

One of the Plan's key strengths is recognising the Precinct as a part of a broader system which ensures Victoria's pre-eminence in healthcare, medical research, education and biotechnology. The Plan acknowledges the importance of working collaboratively with institutions from other regions of Melbourne and Victoria.

Next Steps

To achieve the vision and outcomes identified in the Strategic Plan, a coordinated commitment by all key Precinct stakeholders is required.

One of the first steps is establishing a Network Body representing health services, research and education functions within the Precinct, to guide strategic development and facilitate Precinct integration and coordination.

Another immediate priority, the establishment of a research zone on the Royal Melbourne Hospital – City Campus, has already been supported through State Government funding of \$50 million towards expanding the Walter and Eliza Hall Institute of Medical Research (WEHI). The WEHI expansion will improve connectivity for research across the Precinct.

The designation of the former Dental Hospital site for integrated translational healthcare and research enables planning to commence for its use including integration with the Royal Melbourne Hospital – City Campus and the new Royal Women's Hospital.

The development of an overall masterplan will guide development of key sites in the South Parkville zone. This will allow better integration between institutions such as the Royal Children's Hospital, Bio21 Institute, new Royal Women's Hospital and the Royal Melbourne Hospital – City Campus.

Planning to consider relocating the Peter MacCallum Cancer Centre to the Precinct has commenced.

Further, the transport, traffic and access implications of development of the Precinct will be considered as part of future planning processes.

The Plan will support further development of integrated cancer research, treatment, education and prevention capabilities in the South Parkville zone.

The Plan will also showcase the Precinct as a recognised community of scientists and clinicians who support Victoria's position at the forefront of medical and translational research and clinical practice.



Five Key Elements for Achieving the Vision

Parkville Precinct Strategic Plan Recommendations Accepted by Government

Vision for the Parkville Precinct:

A Precinct that integrates world-class healthcare, research and education to rapidly translate research discoveries into clinical practice, nurture life sciences and biotechnology development and drive economic growth in Victoria.

- That the vision for the Parkville Precinct be adopted.
- That future development of the Precinct is consistent with the vision of integrated healthcare, research and education.
- That the strategic development of the Precinct is guided by a Network Body representing the health services, research and education functions within the Precinct, and that this body is charged with facilitating Precinct integration and coordination. *The Government endorsed this recommendation with the proviso that the Network Body has appropriate representation of health service interests and other significant stakeholders, and that existing governance arrangements for Precinct institutions be retained.*
- That a communication strategy be developed to promote the Precinct to stakeholders and communities within the Precinct, throughout all Victoria, Australia and internationally.

1. Further investment in world-class facilities for research, education and clinical care.

- That planning for all significant sites be undertaken in a manner consistent with the Precinct vision.
- That the former Dental Hospital site Crown Reservation be changed to an appropriate public use designation to take advantage of the opportunity created by bringing together Precinct strengths in healthcare, research and education.
- That the Royal Melbourne Hospital area between the Walter and Eliza Hall Institute of Medical Research (WEHI) and the Bio21 Institute be redeveloped with the objectives of establishing a research area capable of multiple uses, including a major extension of WEHI, and of improving connectivity for research across the Precinct.
- That a masterplan be developed for key sites in the South Parkville zone including the Royal Children's Hospital, Bio21 Institute, new Royal Women's Hospital, Royal Melbourne Hospital – City Campus and the former Dental Hospital site. Further, that discussions are held with the University of Melbourne regarding the integration of its future plans for the new Medical School within the South Parkville zone. *The Government endorsed this recommendation with the proviso that current projects (RCH redevelopment, RWH construction, proposed RMH Emergency Department redevelopment) need to be able to progress as planned within existing governance arrangements.*
- That growth in incubation and commercialisation activities associated with the Precinct be provided for and further encouraged through planning policies and other initiatives that facilitate the establishment or expansion of these activities, particularly in the mixed use areas of South Carlton, North and West Melbourne and the Central Business District.
- That the former Dental Hospital site be designated for integrated translational research and healthcare and redeveloped in a way that enables the Peter MacCallum Cancer Centre to be relocated adjacent to the Royal Melbourne Hospital – City Campus.
- That the former Dental Hospital site be redeveloped as part of a coordinated masterplan for the South Parkville zone which enables physical integration with the Royal Melbourne Hospital – City Campus site and the new Royal Women's Hospital. *The Government endorsed the previous two recommendations with the proviso that a business case examining cost and location would need to be considered for the Peter MacCallum Cancer Centre redevelopment and any other proposed redevelopment of the site.*
- That more effective integration of the former Dental Hospital site with the Royal Melbourne Hospital – City Campus site and the new Royal Women's Hospital would be enabled by partial or full closure of Grattan Street. For this to occur, alternative transport, traffic and access strategies will need to be identified and implemented.

The Government endorses the need for effective integration and will explore this as part of future planning. However, Government also acknowledges the critical role of Grattan Street in traffic flows and notes that partial or full closure of Grattan Street is not feasible. A preliminary study has confirmed the significant east-west traffic role of Grattan Street and determined that alternatives to Grattan Street have limited capacity to manage increased traffic flow.

<p>2. Enhancement of integration and coordination.</p>	<ul style="list-style-type: none"> • That the key directions and recommendations of the <i>Parkville Precinct Strategic Plan</i> be taken forward in all relevant planning processes. In particular, that the Draft Structure Plan, consistent with the Strategic Plan, be considered for introduction into the Melbourne Planning Scheme. • That the benefits and efficiencies of integration be realised through sharing of infrastructure and facilities where appropriate, such as common clinical services, platform technologies, laboratory space, major specialist equipment, animal breeding and housing, ICT, emergency planning strategies, car parking and conference facilities. • That transport, traffic and access implications of the intensification of the Precinct be considered in all relevant state, metropolitan and local planning studies.
<p>3. Realisation of the opportunity currently afforded by the proximity of key institutions to facilitate a focus on cancer.</p>	<ul style="list-style-type: none"> • That the South Parkville zone's current strengths be further developed to establish an integrated cancer research, treatment, education and prevention capability. • That the Peter MacCallum Cancer Centre be relocated to an appropriate site adjacent to the Royal Melbourne Hospital – City Campus, to take advantage of the strong benefits of co-location and sharing of cancer services with other clinical and research services in the South Parkville zone. <i>This recommendation was endorsed subject to the proviso that while Government agrees in principle with the redevelopment of Peter MacCallum Cancer Centre, this must be considered in the context of other health priorities and a business case for the redevelopment examining cost and location.</i>
<p>4. Attraction and retention of the best talent in biomedical research, education and healthcare delivery.</p> <p>5. Fostering adaptability and innovation, and centres of creativity and excellence.</p>	<ul style="list-style-type: none"> • The recommendations above will support key elements 4 and 5.





PARKVILLE AS A PRECINCT

The Parkville Precinct has an outstanding collection of healthcare, research and education institutions with a history of strong linkages. The availability of a leading University and key research facilities co-located within or near major hospitals enables an integrated and collaborative approach.

These links and relationships extend well beyond Parkville. Bio21 Australia plays a key role in coordinating its members' activities, and the BioMelbourne Network facilitates networking across the State.

Significantly, these activities have successfully coexisted with the surrounding residential community for many decades.

The Precinct is well located on the northern edge of Melbourne's CBD. Parkville's central location, along with its connections to important research centres, are two underlying competitive strengths.

The Plan identifies a number of opportunities for the Precinct to build on its foundation strengths.

Translational research, the bridge between basic research and clinical practice, contributes strongly towards biomedical progress. Parkville's ability to foster partnerships within its Precinct and with other institutions across Victoria makes it well placed to focus on translational research.

The establishment of eight Integrated Cancer Services across Victoria and a focus on the delivery of best practice care, according to agreed standards for each of the ten major tumour streams, creates strategic opportunities to provide critical mass for a strong translational research direction in cancer.

In particular, the establishment of the Western and Central Melbourne Integrated Cancer Service provides an opportunity for developing links that promote the rapid uptake of research into clinical practice.

There is also potential to develop commercial biotechnology facilities in close proximity to the Precinct, particularly in the existing commercial/ industrial areas of North and West Melbourne, and the CBD. Biotechnology is a dynamic sector that requires a strong foundation in research, but with a focus on creating commercial products and services.

METROPOLITAN CONTEXT PLAN

LEGEND

- Parkville Precinct
- Main Road
- Major Highway
- River
- Water Body

Scale 1:100,000

Source: CData01 with MapInfo
Produced by: UrbisJHD Pty Ltd

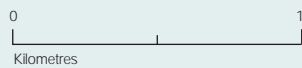
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LAND USE CONTEXT PLAN (ENLARGED AREA FROM METROPOLITAN CONTEXT PLAN)



Source: Victoria Cadastre 2003;
CData01 with MapInfo
Produced by: UrbisJHD Pty Ltd



LEGEND

- Parkville Precinct
- Health/Research/Special Use
- Biotechnology
- Institutions
- University
- Mixed Use
- Commercial
- Commonwealth Games Village
- Schools
- Residential
- Open Space

- Sports Grounds
- Major roads
- ① Former Dental Hospital Site
- ② Royal Melbourne Hospital, Walter and Eliza Hall Institute of Medical Research and future Royal Women's Hospital
- ③ University of Melbourne Western Precinct/Bio21 Institute
- ④ Royal Children's Hospital Murdoch Children's Research Institute
- ⑤ University High School and GTAC
- ⑥ Howard Florey Institute
- ⑦a Royal Melbourne Hospital - Royal Park Campus and National Ageing Research Institute

- ⑦b Popular Road site including Orygen Health
- ⑧ C.S.L. Limited
- ⑨ Melbourne Juvenile Justice Centre and Parkville Youth Residential Centre
- ⑩ Victorian College of Pharmacy - Monash University
- ⑪ CSIRO Division of Molecular and Human Technologies
- ⑫ Mental Health Research Institute
- ⑬ Commonwealth Games Village 2006
- ⑭ Victorian Infectious Diseases Reference Laboratory



THE VISION

A Precinct that integrates world-class healthcare, research and education to rapidly translate research discoveries into clinical practice, nurture life sciences and biotechnology development and drive economic growth in Victoria.

The vision above was developed as part of the Strategic Plan for the Parkville Precinct to build on the Precinct's current strengths and to maximise its opportunities.

The Government supports this vision which is consistent with the Government's overall vision for Victoria to be one of the top five biotechnology locations in the world. It is also aligned with the *Metropolitan Health Strategy* and *Victoria. A better state of health* – Government's plan to address the health challenges of the future, improve health services and ensure a sustainable health system for all Victorians.

In order to support turning the vision into reality, a Network Body will be established. It will help guide the Precinct's development and assist in achieving the objectives of Precinct integration and coordination. A communication strategy will also be developed to communicate the vision and the Precinct in general to its stakeholders and communities throughout Victoria, Australia and the rest of the world.

Related Recommendations:

- *That the vision for the Parkville Precinct be adopted.*
- *That future development of the Precinct is consistent with the vision of integrated healthcare, research and education.*
- *That the strategic development of the Precinct is guided by a Network Body representing the health services, research and education functions within the Precinct, and that this body is charged with facilitating Precinct integration and coordination.*

Government endorsed this recommendation with the proviso that the Network Body has appropriate representation of health service interests and other significant stakeholders, and that existing governance arrangements for Precinct institutions be retained.

- *That a communication strategy be developed to promote the Precinct to stakeholders and communities within the Precinct, throughout all Victoria, Australia and internationally.*

Two recommendations were not accepted by Government:

- *That the capacity of Bio21 Australia to undertake the role of the Network Body be considered.*

In order to ensure the focus of the Network Body on the Parkville Precinct, a new body will be established. This will enable Bio21 Australia to maintain its broader research focus.

- *That designation of the hospitals within the Precinct as University Hospitals be considered to further enhance Precinct coordination and integration.*

The Government notes the significant cooperation between many hospitals and universities in Victoria. The principles of enhanced coordination and integration apply across the overall Victorian health system, and the Government considers the use of other mechanisms preferable to that of designation of particular hospitals as "University Hospitals".

THE KEY ELEMENTS

The Precinct, as a leading cluster of biomedical and clinical activity, has the potential for continued growth and development in translating medical research into clinical practice, leading to improved health outcomes driving increased economic benefits for Victoria.



Key elements identified as important for achieving the vision include:

1. Further investment in world-class facilities for research, education and clinical care.
2. Enhancement of integration and coordination.
3. Realisation of the opportunity currently afforded by the proximity of key institutions to facilitate a focus on cancer.
4. Attraction and retention of the best talent in biomedical research, education and healthcare delivery.
5. Fostering adaptability and innovation, and centres of creativity and excellence.



1. FURTHER INVESTMENT IN WORLD-CLASS FACILITIES FOR RESEARCH, EDUCATION AND CLINICAL CARE

The Precinct is strongly positioned to take better advantage of its institutions, established linkages, advanced infrastructure and supportive environment.



Continued investment is needed for the Precinct to remain at the forefront of medical and translational research and clinical practice.

A number of significant sites were identified as opportunities to accommodate the Precinct's continued growth. These include:

Former site of the Dental Hospital

The availability of the former Dental Hospital site provides a catalytic opportunity for the Precinct. The Strategic Plan recommends redeveloping the former Dental Hospital site to integrate it with the Royal Melbourne Hospital – City Campus and the new Royal Women's Hospital. This will accommodate a greater focus on cancer-related translational research including education, treatment and prevention.

Effective integration of the former Dental Hospital site with the Royal Melbourne Hospital – City Campus and the new Royal Women's Hospital also requires consideration of linkages between the sites across Grattan Street.

Walter and Eliza Hall Institute of Medical Research Expansion

The Royal Melbourne Hospital zone west of WEHI is to be redeveloped with the objective of establishing a research zone capable of multiple uses, including the further major development of WEHI, and of improving research and clinical services connectivity within the Precinct. The State Government recently announced \$50 million funding as part of the \$130 million WEHI expansion project.

Commercial Biotechnology Development

There is also potential for commercial biotechnology developments in close proximity to the Precinct. With more than 2,000 researchers in Parkville and numerous internationally recognised research institutes, the Precinct provides an ideal environment for further growth for technology companies in the existing commercial areas adjacent to the Precinct. This may include existing commercial and industrial areas in North and West Melbourne, and the CBD.

Related Recommendations:

- *That planning for all significant sites be undertaken in a manner consistent with the Precinct vision.*
- *That the former Dental Hospital site Crown Reservation be changed to an appropriate public use designation to take advantage of the opportunity created by bringing together Precinct strengths in healthcare, research and education.*
- *That the Royal Melbourne Hospital area between the Walter and Eliza Hall Institute of Medical Research (WEHI) and the Bio21 Institute be redeveloped with the objectives of establishing a research area capable of multiple uses, including a major extension of WEHI, and of improving connectivity for research across the Precinct.*

- *That a masterplan be developed for key sites in the South Parkville zone including the Royal Children's Hospital, Bio21 Institute, new Royal Women's Hospital, Royal Melbourne Hospital – City Campus and the former Dental Hospital site. Further, that discussions are held with the University of Melbourne regarding the integration of its future plans for the new Medical School within the South Parkville zone.*

The Government endorsed this recommendation with the proviso that current projects (RCH redevelopment, RWH construction, proposed RMH Emergency Department redevelopment) need to be able to progress as planned within existing governance arrangements.

- *That growth in incubation and commercialisation activities associated with the Precinct be provided for and further encouraged through planning policies and other initiatives that facilitate the establishment or expansion of these activities, particularly in the mixed use areas of South Carlton, North and West Melbourne and the Central Business District.*
- *That the former Dental Hospital site be designated for integrated translational research and healthcare and redeveloped in a way that enables the Peter MacCallum Cancer Centre to be relocated adjacent to the Royal Melbourne Hospital – City Campus.*
- *That the former Dental Hospital site be redeveloped as part of a coordinated masterplan for the South Parkville zone which enables physical integration with the Royal Melbourne Hospital – City Campus site and the new Royal Women's Hospital.*

The Government endorsed the previous two recommendations with the proviso that a business case examining cost and location would need to be considered for the Peter MacCallum Cancer Centre redevelopment and any other proposed redevelopment of the site.

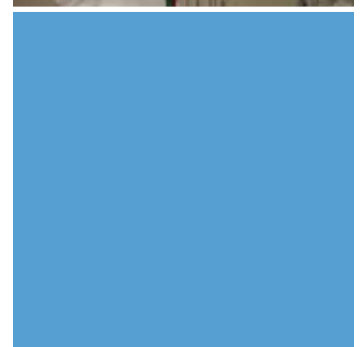
- *That more effective integration of the former Dental Hospital site with the Royal Melbourne Hospital – City Campus site and the new Royal Women's Hospital would be enabled by partial or full closure of Grattan Street. For this to occur, alternative transport, traffic and access strategies will need to be identified and implemented.*

The Government endorses the need for effective integration and will explore this as part of future planning. However, Government also acknowledges the critical role of Grattan Street in traffic flows and notes that partial or full closure of Grattan Street is not feasible. A preliminary study has confirmed the significant east-west traffic role of Grattan Street and determined that alternatives to Grattan Street have limited capacity to manage increased traffic flow.

One recommendation was not accepted by Government:

- *That if accommodation becomes available through the planned redevelopment of the Royal Children's Hospital, the opportunity for this accommodation to support further integration of healthcare, research and education be considered.*

The redevelopment of the Royal Children's Hospital was announced by the Government in November 2005. This announcement noted that the existing H block, the carparks and the South East Block will be demolished and restored as part of Royal Park. Space in the new Royal Children's Hospital is fully committed for healthcare, research and education and further space is not available in Royal Park.





2. ENHANCEMENT OF INTEGRATION AND COORDINATION

The Precinct has well-established links between its healthcare, education and research institutions and there is also considerable interaction between these institutions, government agencies and industry.



A number of key research facilities are conveniently located within or near major tertiary hospitals which provides the opportunity for a 'laboratory bench to hospital bed' (translational research) approach to medical research. In addition, the relationships between the University of Melbourne, the major teaching hospitals and the research institutes in the Precinct provide the basis for further developing, housing and trialling cutting edge technologies and treatments that flow from international and interstate developments.

This also takes advantage of Victoria's world-class medical research base and leads to improved health outcomes for patients and the wider community, and improved education for health professionals.

The Precinct is well positioned to benefit from its established linkages, advanced infrastructure and supportive environment. As a leading cluster of biomedical activity, it has the potential to stimulate business opportunities and support stakeholders to increase their international competitiveness.

This spirit of cooperation and collaboration is strengthened through the work of organisations such as Bio21 Australia and the BioMelbourne Network.

Further benefits and efficiencies of integration, co-location and coordinated Precinct development could be realised through the sharing of infrastructure and facilities where appropriate, such as common clinical services, platform technologies, laboratory space and major specialist equipment.

Precinct planning will be supported through the preparation of a Specialised Activity Centre Structure Plan under *Melbourne 2030*. The Structure Plan will assist in realising the Precinct vision by providing a decision-making framework for land use and development in Parkville. The implications of intensification of the Precinct will also be considered as a critical part of all relevant metropolitan or state planning studies.

Related Recommendations:

- *That the key directions and recommendations of the Parkville Precinct Strategic Plan be taken forward in all relevant planning processes. In particular, that the Draft Structure Plan, consistent with the Strategic Plan, be considered for introduction into the Melbourne Planning Scheme.*
- *That the benefits and efficiencies of integration be realised through sharing of infrastructure and facilities where appropriate, such as common clinical services, platform technologies, laboratory space, major specialist equipment, animal breeding and housing, ICT, emergency planning strategies, car parking and conference facilities.*
- *That transport, traffic and access implications of the intensification of the Precinct be considered in all relevant state, metropolitan and local planning studies.*

3. REALISATION OF THE OPPORTUNITY CURRENTLY AFFORDED BY THE PROXIMITY OF KEY INSTITUTIONS TO FACILITATE A FOCUS ON CANCER

The optimum treatment of cancer requires an integrated multidisciplinary approach involving a range of clinical specialists, nursing and allied health professionals, linked closely to research groups.

Victoria has the potential to develop one of the world's most effective cancer prevention, detection and management systems. It already has a long history of successful initiatives which have improved cancer screening, research and treatment.

The Government has established the Ministerial Taskforce for Cancer, which is developing an overall vision for cancer services in Victoria and a statewide strategy for improving outcomes for cancer patients. Parkville is within the Western and Central Melbourne Integrated Cancer Service as part of this vision.

The Parkville Precinct is home to the University of Melbourne and three major teaching hospitals (the Royal Melbourne Hospital, Royal Women's Hospital and the Royal Children's Hospital) and internationally recognised research institutes such as WEHI and the Ludwig Institute for Cancer Research. Combined with the proximity of the Peter MacCallum Cancer Centre and The Cancer Council Victoria, this provides the basis for collaboration which can link with other major metropolitan and regional cancer services in Victoria and lead to the formation of a world-class statewide cancer system.

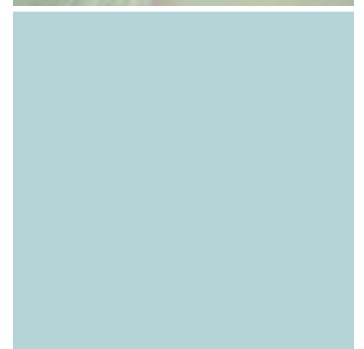
The Precinct also has key capabilities in research, platform technologies and healthcare services needed to support the development of world-class integrated cancer capability. The availability of the former Dental Hospital

site along with potential relocation of the Peter MacCallum Cancer Centre provides a significant opportunity for Victoria to build on the current strengths of Parkville institutions to improve healthcare for the Victorian community.

Related Recommendations:

- *That the South Parkville zone's current strengths be further developed to establish an integrated cancer research, treatment, education and prevention capability.*
- *That the Peter MacCallum Cancer Centre be relocated to an appropriate site adjacent to the Royal Melbourne Hospital – City Campus, to take advantage of the strong benefits of co-location and sharing of cancer services with other clinical and research services in the South Parkville zone.*

This recommendation was endorsed subject to the proviso that while Government agrees in principle with the redevelopment of Peter MacCallum Cancer Centre, this must be considered in the context of other health priorities and a business case for the redevelopment examining cost and location.





4. ATTRACTION AND RETENTION OF THE BEST TALENT

The Precinct is already acknowledged as one of Australia's leading centres for medical and bio-scientific research, education, clinical practice, clinical trials and development of pharmaceuticals and biotechnology products.

This is based around:

- The presence of a number of well-established healthcare, research and education institutions recognised nationally, and internationally;
- A culture of research excellence and research-led clinical practice;
- Access to a concentration of clinical excellence, facilities and patients for research and clinical teaching; and
- A network of collaborative research relationships.

Victoria has a world-class workforce of dedicated and professional expert doctors, nurses and other health workers. Internationally, Victoria has enjoyed a long and proud tradition of specialist medical training, and training opportunities in our hospitals are highly sought after. Victoria's public hospitals remain the pre-eminent training ground for health professionals around the globe, spending millions in education, research and innovation.

The implementation and communication of the Plan will showcase the Precinct as a recognised community of scientists and clinicians with the identity and facilities to attract and retain the best talent.



5. FOSTERING ADAPTABILITY AND INNOVATION, AND CENTRES OF CREATIVITY AND EXCELLENCE

Creativity and innovation are essential in a global economy where knowledge is the key to competitiveness. Worldwide, innovation is recognised as the single most important factor in a successful modern economy.

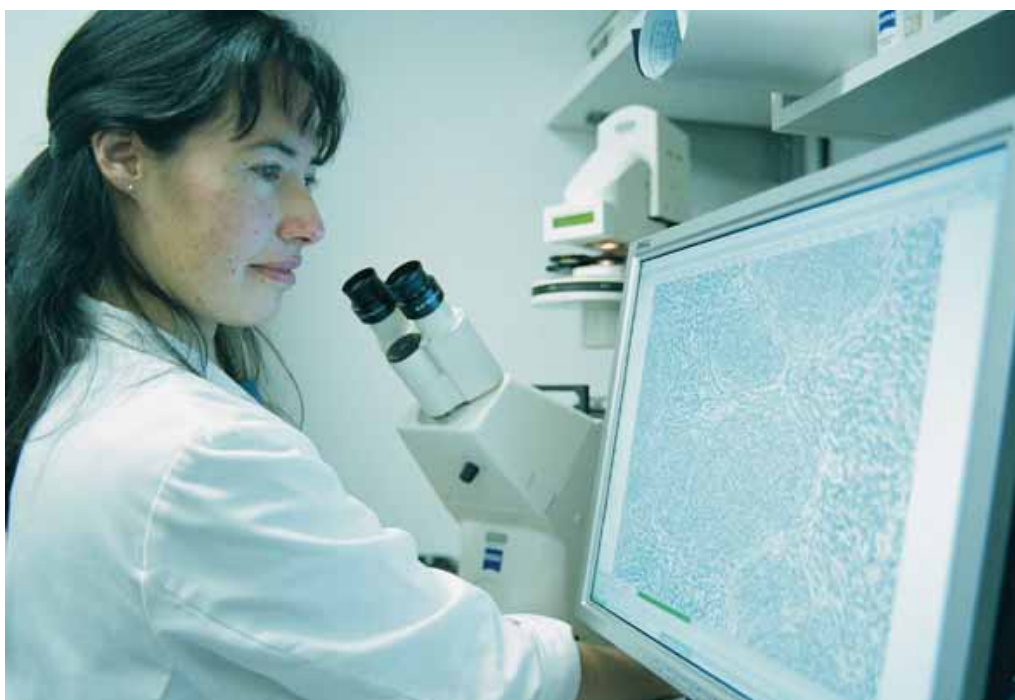
Victoria already leads the way in many aspects of innovation including biotechnology. Business and industry are the essential elements in converting knowledge and ideas into commercial products for the global market.

The *Biotechnology Strategic Development Plan* sets out the Government's commitment to innovation and creativity in biotechnology with the vision that:

By 2010 Victoria is recognised as one of the world's top five biotechnology locations for the vibrancy of its industry and quality of its research.

Victoria is home to one third of Australia's biotechnology companies, including Australia's largest, CSL Limited. The industry base is growing rapidly with the backing of venture capital and other investments. One of Victoria's greatest strengths in biotechnology capability is the co-location of key research and education organisations, hospitals and industry in a number of precincts of research and education excellence, including Parkville.

This builds upon the excellence in Victoria's hospitals, education institutions and research institutes and keeps Victoria at the forefront of clinical, research and education excellence.





CONCLUSION

The implementation of the *Parkville Precinct Strategic Plan* has the potential to deliver the following outcomes and benefits:

- New, more effective modes of healthcare delivery for the Victorian community resulting in significant health gains;
- Innovation, productivity and efficiency savings from an interface with biomedical research, education and healthcare, and the sharing of facilities, services and platform technologies;
- Improved access to employees/institutions, information and complementary technical and managerial skills;
- An increased voice and critical mass for attracting talent and securing investment funding, both domestic and foreign, for key projects and initiatives;
- A recognised community of scientists and clinicians with the identity and facilities to attract and retain the best talent;
- Heightened awareness of gaps and opportunities;
- Lower barriers to entry for small to medium size enterprises and new ventures; and
- Continued protection and preservation of heritage and amenity.

These outcomes and benefits are not limited to Victoria, but exist also at a national and international level. They are an important part of Victoria becoming one of the world's top five biotechnology locations and being recognised as a leading provider of integrated cancer care.

Consultation

Precinct stakeholders are welcome to provide comment on the Plan. This input will inform the implementation of activities under the Plan and future development of the Precinct. Comments should be forwarded to the address opposite.

THE STRATEGIC PLAN STEERING COMMITTEE

The Strategic Plan Steering Committee oversaw the development of the Plan during 2004 and 2005.

Its members were:

Mr. Matt Viney MP	Chair of the Strategic Plan Steering Committee and Parliamentary Secretary for Innovation and Industry
Prof. David Penington	Chair, Bio21 Australia
Prof. James Angus	Dean of Medicine, Dentistry and Health Sciences, The University of Melbourne
Prof. Suzanne Cory	Director, Walter and Eliza Hall Institute of Medical Research
Dr. Heather Wellington	Chair, Peter MacCallum Cancer Centre Board
Mr. Geoff Lawler	Director, Sustainability and Innovation, City of Melbourne
Dr. Paul Scown*	Chief Executive Officer, Melbourne Health
Ms. Faye Burton	Executive Director, Office of Science and Technology, Department of Innovation, Industry and Regional Development
Ms. Noreen Dowd	Director, Programs, Metropolitan Health & Aged Care Services, Department of Human Services

*Dr Scown resigned as CEO of Melbourne Health in July 2005.

CONTACT INFORMATION

The Department of Innovation, Industry and Regional Development together with the Department of Human Services were responsible for coordinating development of the Strategic Plan in partnership with health service providers, universities, research organisations, industry, community groups and government agencies on a whole-of-Government basis.

The entire Strategic Plan is available at the websites below.

For more information on the Plan please contact:

Office of Science and Technology
Department of Innovation, Industry and Regional Development
GPO Box 4509RR
Melbourne VIC 3001
Email: psp@iird.vic.gov.au

Websites:

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