



Northern Sydney  
Local Health District

# RNSH Campus Master Plan

2023 SUMMARY





## Acknowledgement of Country

Northern Sydney Local Health District acknowledges the traditional custodians of the lands on which our health services are located, the Guringai and Dharug peoples, and we honour and pay our respects to their ancestors.

We acknowledge and pay our respects to all Aboriginal and Torres Strait Islander peoples and to Elders past and present.

We acknowledge that past, current and future Aboriginal and Torres Strait Islander peoples are the continuing custodians of this country upon which we live, work and meet and that it is from their blood, courage, pride and dignity that we are able to continue to live, work and meet on this ancient and sacred country.

*All artwork has been used with permission.*

# What is the RNSH Campus Master Plan?

The 2023 RNSH Campus Master Plan is a strategic document that guides the use of the RNSH Campus over the next 40 years and ensures that the campus achieves its potential as an integrated health, research and education precinct into the future.

Paramount to this vision is securing RNSH's clinical capacity and ability to continue to meet clinical demand now and in the future. The Master Plan identifies zones for long-term expansion of both clinical and non-clinical supporting services.

The delivery of safe and high-quality healthcare has remained the primary focus in the master planning process. The Plan also aims to enable effective and sustainable use of health property and assets, to support implementation of the precinct vision, and to support partnerships and engagement.

The Master Plan is a decision-making tool that sets out a flexible framework to inform future priorities. As such, it is important to note that it is not accompanied by capital works or a government commitment to fund any proposed changes. However, by outlining the long-term development strategy for the campus, NSLHD can use the Master Plan to shape future development opportunities as they arise, ensuring they align with our future vision for the campus.

## Why did NSLHD prepare a new Master Plan?

Much has changed since Northern Sydney Local Health District (NSLHD) completed previous Master Plans for Royal North Shore Hospital (RNSH) in 2006 and 2012.

These plans pre-dated significant capital development and the adoption of new strategic directions for the development of the campus, including the *St Leonards Health Campus: Health Research and Education Precinct Plan*. The surrounding neighbourhood is also undergoing development, population change and growth.

Therefore, in May 2023, NSLHD engaged architecture firm Fitzpatrick+Partners to review previous planning for the campus, and to prepare a new master plan for the campus that responds to this changing context. NSLHD also sought expert input from NSW Health Infrastructure.

# What are the key directions of the Master Plan?

The *RNSH Campus Master Plan 2023* identifies zones for clinical and non-clinical expansion over the next 40 years, ensuring the capacity to deliver healthcare services that are integrated with research and education facilities, to support ongoing innovation and optimisation of clinical care.

## The Master Plan:



Ensures the ability to double the clinical services provided on the RNSH campus over the next 40-years.



Provides a flexible and adaptable foundation to incorporate and meet the future healthcare delivery needs, acknowledging that over the 40-year horizon of this Plan, there are likely to be many technological advancements and changes that impact the way health services are delivered.



Aims to enhance the campus amenity and activation, transforming it from a centre for treating illness to a centre for enhancing holistic health and wellbeing for consumers, staff and the wider community. This transformation includes enhanced vehicle and public transport access to the site and improved connectivity that mitigates the topography of the RNSH site. The Master Plan provides for doubling car parking capacity on the RNSH campus and direct access to the campus from rail and bus connections.



Acknowledges and celebrates the Indigenous history and heritage of the RNSH campus, providing an enhanced sense of place and identity.



Recommends establishing a precinct-wide commitment to industry leading sustainability and net zero carbon emissions.



## WHAT ARE THE KEY DIRECTIONS OF THE MASTER PLAN? (continued)

The Plan identifies the eastern portion of the campus – the site of the former Brown Building and current ‘hole in the ground’ – as the primary acute clinical expansion zone, due to its proximity to the clinical care infrastructure and connectivity to the existing Acute Services Building. Additional clinical expansion is proposed for the northern portion of Herbert Street, where the Community Health Building and vacant mental health buildings are currently located. Further clinical expansion is recommended for the current Douglas Building site and surrounds, with the potential for a dedicated Aboriginal and Torres Strait Islander Health Service and dedicated space for ambulatory care services.

The Plan identifies the southern portion of the campus for complementary and supportive services. These may include research facilities, education facilities, staff and student amenities, health, wellness and wellbeing facilities, corporate offices, consulting rooms, conference facilities, carer accommodation and retail. These uses can fit within the site constraints (heritage buildings, established trees etc.) of this portion of the campus without impacting on clinical capacity and expansion.

The Master Plan also recommends that research and education facilities be embedded within clinical areas, in addition to dedicated, stand-alone research and education spaces.

Under the Plan, primary patient, staff, visitor and vehicular access would be redirected to Westbourne Street, with a significant reimagining and upgrade of this streetscape to accommodate access to existing and proposed clinical buildings, including dedicated pick-up and drop-off zones conveniently located near clinical areas. This reimagining would include enhanced planting and green canopy. Reserve Road would retain ambulance and emergency services access but would be redeveloped into a ‘boulevard’, with a focus on pedestrian movement and enhanced green space.

The Master Plan recommends that primary pedestrian and public transport access to hospital services be via Herbert Street, which would be reconfigured through a design solution that addresses the steep topography between the street and Acute Services Building. Visitors would be able to access the precinct via a street-level entrance, then ascend to the hospital via a podium with lifts and escalators, rather than by walking up a steep pathway.



## WHAT ARE THE KEY DIRECTIONS OF THE MASTER PLAN? (continued)

The Plan also provides for a dedicated green space or 'heritage garden' in and around the RNSH Campus heritage buildings, preserving and protecting these historic buildings in a way that enhances their use for complementary and supportive services and provides spaces for staff, consumer and community uses.

The land to the south of the campus, adjacent to the 1 Reserve Road Building, is owned by Property and Development NSW and is outside of the scope of the Master Plan. However, given the proximity and impact of this land on the RNSH campus, the Plan makes recommendations for ways in which this land could support the campus vision. This includes supporting the connectivity with the train station.

If the land is used for residential purposes, as currently suggested, it is recommended it should include a proportion of key worker and affordable housing to give healthcare workers the opportunity to live close to where they work.

These potential developments would occur in a staged approach over the 40-year timeframe of the Plan, and would be accompanied by comprehensive consultation and engagement processes.



# How did we develop the Master Plan?

NSLHD worked closely with Fitzpatrick+Partners and Health Infrastructure NSW between May and October 2023 to develop the Master Plan. A Master Plan Advisory Group, including representation from across RNSH and NSLHD, was established to provide input to the Plan throughout its development.

## How will NSLHD use the Master Plan?

NSLHD will use the Master Plan 2023 to guide and inform conversations with government and other stakeholders in relation to opportunities and aspirations for the RNSH campus over the next 40 years. Over its lifetime, the Plan will be supported by a series of Clinical Services Plans, to ensure a coordinated and comprehensive vision for the health, research and education priorities of the campus.

The final Master Plan can be accessed via the below link. It should be read and considered in its entirety to avoid misinterpretation or misrepresentation of individual components. It is important to note that no commitment has been made to any of the building work proposed in the Master Plan. Implementation of this overarching vision for the campus development between now and 2063 would occur in a staged approach over the 40-year timeframe.



## Approval

The Master Plan Advisory Group endorsed the Master Plan for presentation to the NSLHD Board for consideration on 13 October 2023.

The NSLHD Board approved the Master Plan as the principle guiding document for the future development of the RNSH campus on 31 October 2023.

 **The full RNSH Campus Master Plan 2023 is available here:**  
<https://www.nslhd.health.nsw.gov.au/AboutUs/Documents/2023/231108-RNSH-MP-REPORT.pdf>

