

# BUSINESS WESTERN SYDNEY



# WHIP 2021

WESTMEAD HEALTH INNOVATION PRECINCT

POST CONFERENCE STEPS

## Overview

Business Western Sydney represents more than 110 of the region's leading organisations in business, government and community. We are focused on shifting the needle on jobs in Western Sydney, and Westmead is a once in a generation opportunity to leverage the private and public sector investment pipeline to drive greater agglomeration, research specialisation, commercialisation and job creation in the heart of the region.

The 2021 Westmead Health & Innovation Precinct (WHIP) Conference explored the key themes of governance, place-making, comparative advantage and innovation in supporting the overarching goal of making the Westmead Health Precinct a job-generating juggernaut for Western Sydney.

All the big pieces of the Westmead puzzle are falling into place over the coming decades. The transport network is being enhanced through Parramatta Light Rail and a future Sydney Metro rail line. The new billion-dollar Westmead Hospital is open, and the private hospital is ready to expand. Western Sydney University is investing heavily in the Precinct, and the University of Sydney will be developing a new campus on its very doorstep. The Parramatta Gaol is ready to be activated to the benefit of the broader community.

The challenge for us all is how to get the most we can out of the investment pouring into Westmead. The governance of the Precinct has been historically fractured and siloed. The Precinct has been reluctant to focus and narrow in on its true global comparative advantage. Affordable spaces for start-ups is practically non-existent. The placemaking in the Precinct is simply substandard.

It's these issues that we must seek to resolve in the coming months. There is no shortage of people who seek the best outcome for Westmead and Western Sydney. It's our task to work together, to stay on track, on message and to ensure that we don't waste this golden opportunity to make a lasting and positive impact on the region.



David Borger  
Executive Director  
**Business Western Sydney**

**BUSINESS  
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SYDNEY**

**ARUP**



**innovationQuarter**  
— WESTMEAD —



# Conference Recommendations

Recommendations	Owner
1. Clarify in greater detail how the Precinct will be governed, how will it be structured and clear accountabilities. What is the role of the GSC, Investment NSW and the Health NSW agencies?	GSC NSW Government
2. Appoint a CEO for the Westmead Precinct with supporting staff and budget that will be “the face of Westmead” for prospective investors and existing stakeholders. (See Position Description)	GSC Westmead Stakeholders
3. Clarify the relationships between Health NSW, Investment NSW and the Greater Sydney Commission in driving access to R&D funding and investment attraction in the Precinct.	GSC Investment NSW Health NSW
4. Clarify the role and purpose of the Industry Advisory Group in relation to investment attraction and precinct governance.	GSC
5. Convene the Westmead Conference Six Month Reunion Luncheon to review and update on progress since March.	Business Western Sydney
6. Reset the Westmead Alliance with a consistent chair, schedule, work plan/agenda and budget.	Westmead Alliance GSC
7. Advise key stakeholders on the timeline for the release of the Westmead Implementation Plan including short to medium term projects with due dates and budgets.	GSC NSW Government
8. Establish a forum that can provide a platform for private landowners to interact with decision making in Westmead and be included in the process – potentially as a subgroup to the Westmead Alliance.	GSC NSW Government
9. Develop a 3-year program of temporary activations throughout the Westmead Precinct to encourage greater community to engage with the area in the short to medium term.	GSC NSW Government City of Parramatta
10. Develop a place-making vision and implementation priorities for Hawkesbury Road, including amenity and retail for the completion of Parramatta Light Rail construction in 2022.	GSC NSW Government City of Parramatta
11. Develop a place-making vision and implementation priorities for the transport interchange of light rail, heavy rail and future metro to create a sense of arrival in Westmead.	GSC NSW Government City of Parramatta Cumberland Council
12. Develop a place-making vision and implementation priorities for the integration of Parramatta Park into the heart of Westmead through an identified green spine.	GSC NSW Government Parramatta Park Trust

## Recommendation 2

### “CEO – Westmead” Draft Position Description

The Westmead Steering group has identified the need for an integrating and conducting role to enable quality of place and enable supporting investment decisions to the benefit of all stakeholders, as well as facilitate the development of attraction in place, as foreseen by the DPIE and GSC Vision, “the Vision”. This note explains the role of the CEO of Place, the characteristics required and potential reporting lines.

#### Role Overview

1. To raise Westmead’s external profile
2. To provide a “one stop investment portal” for Westmead linked to the larger Investment NSW/GSC program
3. To maintain a current directory of key people, roles and contact details within the Precinct for internal and external coordination
4. To facilitate the Westmead Alliance (including focus on place, innovation ecosystem, economic development)
5. To oversee progress of the GSC/DPIE Vision for Westmead and importantly to be accountable for delivery of the proposed Westmead Implementation Plan
6. Coordinate state and private agency efforts with regards land-usage and planning

#### Raise Westmead’s external profile

Through the coordination of external marketing and communications narrative on behalf of the Westmead Working group, as represented by appropriate delegates of Westmead state and private entities. To be included and aligned with wider Investment NSW/GSC precinct initiatives.

Instigate and provide support for events and relevant conferences, festivals and visits as supported by the stakeholders.

#### Provide a “one stop investment portal” for Westmead

Through the identification of investment opportunities and the facilitation of investments through integration and concierge services with key stakeholders and external governmental organisations. To be included and aligned with wider Investment NSW/GSC precinct initiatives.

#### Maintain a current directory of key people, roles and contact details within the Precinct for internal and external coordination

Publish the above and make all necessary public information, including overall investment programmes, delivery dates and events dates public.

#### Facilitate a recharged Westmead Alliance

Manage and direct the Alliance in partnership with the Chair, as represented by appropriate delegates of state and private entities, and facilitate coordination, manage interfaces and drive joint decisions – with broad responsibility to the state Governance group and direct accountability to the wider stakeholder/ user group stakeholders.W

## **Oversee progress of the GSC/DPIE Vision for Westmead**

With a specific focus on attractiveness of place and appropriate usage and provision of public space in accordance with the Vision

The CEO of Place carries a mission to realise the ambition of a high-quality built environment by co-ordinating procurement of and co-developing and co-delivering public realm design guidelines, introducing recommended design guidelines specific to individual projects. Working in overall alignment with stakeholder desires and the Vision.

Critical to this role is accountability to oversee the delivery of a Westmead Implementation Plan (to be developed with the GSC with collaboration across key government and non-government stakeholders at Westmead) targeting the highest priority short to medium term initiatives required to deliver the innovation district vision.

It is envisaged that the role of CEO of Place does not hold the formal mandate to take the final decisions but takes up the role of an advisor to the stakeholders and a facilitator and “maker” of the decision process.

Intermediate, public realm and interface management, with a specific focus on attractiveness of place, as well as meanwhile and staged uses of space.

## **Coordinate state and private agency efforts with regards land-usage and planning**

With a specific focus on the attractiveness of place and appropriate usage and provision of public space and in the urban design context, the role of the CEO of Place is overseeing spatial quality that includes the functional, aesthetic, and future values in terms of economic, social, ecological, and cultural aspects. Give guidance on statutory guidelines such as planning approvals and codes, and where appropriate, recommend an adjustment to suit evolving requirements and opportunities.

### *Characteristics*

The person appointed as CEO of Place should be demonstrably experienced in the delivery of quality urban design, understand development and planning principles and be expert in stakeholder management. The CEO of Place will have personal qualities as a respected senior urban design and delivery professional whose approach and advice are credible across the appropriate range of sectors and stakeholders within Westmead. The person needs to have delivered similar high quality places here and have a working knowledge of the political private and public sector environment in NSW.

### *Reporting lines Appointment – for further discussion with the steering group*

The CEO of Place will report to the Westmead Working group, as represented by appropriate delegates of Westmead state and private entities

*Or, the CEO of Place will report on a functional basis to Elizabeth Mildwater at GSC, with dotted lines to Amy Brown at Investment NSW and Alex O'Mara at DPIE, and a functional relationship with the Westmead Working group, as represented by appropriate delegates of Westmead state and private entities.*

The CEO of Place will be appointed for a term of up to 5 years.

## Recordings

The conference sessions were recorded, each section is available below:

- [Geoff Roberts Keynote - Vision for Westmead](#)
- [Governance and Delivery Panel](#)
- [Malcom Smith Keynote - The evolution of health placemaking](#)
- [Comparative Advantage](#)
- [Innovation Panel](#)
- [Making Westmead Great!](#)
- [What's Next Summary](#)



# Conference Summary

## Geoff Roberts Keynote – Vision for Westmead

Geoff outlined some the key conditions for successful precincts is that hard governance doesn't get you anywhere. It's all about the cooperative nation and that's the approach we intend to bring.

A business brand for each of the three cities would have been better than the geographic descriptions. Eastern technology city, central medical/technology city, western translational/advanced manufacturing/agri-business city.

There are approximately 200 other cities in the world who want to do the same thing. They aren't as geopolitically, exquisitely located as us. We've got the potential to be the magnet for smart jobs growth in the Asia-Pacific over the next decade. Our major competitors are Tokyo and Singapore.

We need to deal with the legacy issues. Clearing this out costs billion. The Mental Health hospital is in a very inconvenient location. We have heritage buildings that haven't been loved. Transport systems that are going to be silo delivery not system delivery if we aren't careful. We need to deal with these to get ready for those who will create scale up and start up opportunities.

The relationship between Parramatta and Westmead – it's a very awkward distance, close but not close enough. We don't want Parramatta moving to Westmead in 50 years. We want that corridor to be significant. Capex needs to be delivered.

We need to get our strategic positioning right. We've got our Westmead Place Strategy looking inside the Precinct. Need to get strategic position in Asia-Pacific region right as well. Specialisations across the three cities need to be right. Get political class confidence on what the economic and specification narrative for Westmead is. Get our strategy into the metropolitan/district plans update.

Focus on a horizon two investment attraction. Lot of horizon one. Now with Amy Brown pulling it together, we need to make sure our Fortune 500 approaches, our research based opportunities (Roger Roddel conversation into the CSL's of the future), the start up and scale ups, unsolicited bids, jobs, plus one off deals, pull into the one place.

Governance – it's what you talk about when people are confused about the future. We will have an industry advisory group chaired by Jackie Taranto. It will involve people from industry. We need to pull the alliance of precinct collaborators together.

We need to develop 100-day plan around what we will deliver in the next 3 months. Then we need to keep doing 100-day plans for the next 20 years. Focus us on what the 3 or 4 things are we will deliver in the next 100 days.



## Governance and Delivery Panel



There is vast land in Westmead that can be developed to unlock investment in the area. However, there is a critical question on how we deliver this, how do we get the governance right?

### **Three key issues**

- 1. What's going to be the key drivers for this, with the role of government and stakeholder sand how it will be driven.**
- 2. How will we enact some of the placemaking concepts that Geoff and Dave described? Including amenity**
- 3. If you're a stakeholder if you're part of the Precinct, how do you continue to be involved? Who do you reach out to over the next 18 months, or 100 days for Geoff Roberts?**

### **Investment NSW**

It has brought together a strong mandate to make the most of this moment in time, where NSW is seen globally as a safe and attractive place to do business. Investment NSW will be a one stop shop for investors. Acting as a concierge to maximising the economic development and job growth and fantastic well-connected places of innovation.

Government's objective for Westmead is all about evolution of the Precinct through collaboration of its investors; including Government, university and institutions. It can include the community itself.

Investment NSW can help facilitate and support investors in the area to ensure that everyone works. It brings all the government agencies together, while being the middle person for the investors.



## **Five pillars:**

1. Global and trade network, to ensure that businesses
2. Destination NSW
3. RnD NSW
4. Investment Attraction and execution team. The concierge. Plugging into planning and co-investing etc.
5. Industry Development, focusing on the industry magnets.

## **Westmead Private**

Westmead needs to ensure that we are not just talking, we are acting on things. We need to make it easier to invest in the area. For e.g., they are looking for land to build, however, the current mechanisms don't allow them to access land.

## **NSW Health**

Investment NSW was the missing link from Health. Health has been doing a lot of soft governance to ensure consistency. Make sure that they articulate where they are concerned.

We're now comfortable with what we will excel in:

- Cell and gene therapy
- Viral vector manufacturing
- Phage therapy
- Precision medicine

However, we want to make sure that it is a great place with amenity so we can attract the researcher for this area. We need to completely reimagine the area so that it is not just a big hospital.

Some competition between Westmead partners is healthy, it allows us to ensure a better place.

## **Governance Structure**

NSW health, Health Infrastructure, LHD and a health network group and has expanded to include Roger and Phil as major stakeholders. We are looking to bring in our partners. Now that we have our vision, we can work with concierge to communicate that to our partners.

The Westmead Health and Innovation District advisory group will ensure that the right people are around the table. Investment NSW will speak to you with respect to anything. "One door but no wrong door".

## **Malcom Smith Keynote – The evolution of health placemaking**



Many of the things you are doing are the leading edge.

A Health City is one which continually creates and improves its physical, social environments and expands the community, allows people to develop to their potential.

### **Wellcome Genome Campus**

Sanger Institute started pushing out a little info on the human genome every Friday and then it began to grow. Largest data users in the world. Becomes an asset. European Biodata Institute marries next to the Sanger. Pure discovery science. Get 100M pounds a year. Start to see the way the biodata has expanded out. See the critical offer of the quality of place for those smart people working there. A conference centre forms. A nursery is placed very easy. Wetlands condition is made at the same time. Building an ecosystem. Expand the translation from the discovery science all the way up to commercialisation. This is not virtual relationships. It is physical bump space. Ecosystem of 6,000 scientists.

### **Applying to Westmead**

What is the quality of life for my family that I could bring to Westmead? Nursery, dry cleaners, where is the school, health facilities? Adding social infrastructure to a precinct. Wellcome is going to build this.

What is the complimentary community that supports Westmead? What are the gaps? Spatial idea. The landscape on the edge of Westmead feels remote in relation to the main road.

Turned Wellcome inside out. Inviting the community to the heart of the Precinct. Creating a new square/common. We talked about the bump space. What we forgot? It was equally important to have wondering space. Intensity of what people are doing with the need for respite.

Defusing the monolith. Think we are moving into a dispersed model. What is Precinct in 15 years' time when the provision of healthcare is a dispersed model? Porosity of the physical edge of the Precinct that we must think about. Has an important relationship with the landscape and the technology. Physical and virtual porosity in the future. What makes a competitive precinct and the halo of change.

Contemporary competitiveness. Three or four key conditions.

Speed with which Asia-Pac move faster in planning and delivery. Speed is a critical thing. Some trade-offs with government systems.

Technology – not in terms of kit but speed of change. Roads are thick with services that are hard to change. Agile architecture.

Political and economic integration (almost governance) – generate the ways of motivating clarity and consensus.

Amsterdam example. They nominate a supervisor for a precinct. Taking responsibility for strategies. Bring together planning power and autonomous in the decision of planning large scale precincts.

Leisure and cultural offer – authenticity. People sick and tired of “anywheresville”. Understanding the cultural history and physical history of place allows the genuine authenticity to become a determining factor of what is encouraging in a precinct. Urban wellbeing and lifestyle – (drawings of extension of Beijing) resonating deeply around the world in design of precincts.

Notion of a halo – journey over time. Metro many years away in Westmead. A sense of completeness at any point in time. The future is not 10 years its tomorrow walking from the station. Masterplan and vision are one way of doing it. Staging/temporary land use strategies. Almost to greater levels of detail than the vision statements. That's the evolution/custodianship/curation role of the Precinct in a very different way.

Development happens in the halo around the Precinct. Market says I don't want to get involved in that complex Precinct, I can buy a block of land, I know the railway line is coming, and I'll develop there. You must engage the halo of change? What is the extend of the halo of Westmead?

Temporary land use strategy for Westmead could produce some tactics of identity change.

Example - Taking the major road out of centre of Stuttgart, landscaped it, and now effectively an ecological corridor. The home of Porsche and Mercedes-Benz, The world is moving.

Where is the boundary of Westmead? Physical and virtual?

Delivery at speed is critical. Don't forget the halo. Where is it forming?

Increasingly don't do master plans, do integrated place making strategies. Forget the axis of time and the lived experience.

Get a child to draw a piece of city. Experience led outcome. The canaries of cities.

## Q&A

The Amsterdam example, what powers did you have?

Responsibilities we had were setting the overall spatial strategies. They do a vision every five years of place. Widely consulted, 45,000 people involved. Detailed document on the development proposals coming forward. The rubber hit the road when we choosing the designers of projects. We got to work with developers. Museum being made, worked with the state architect. More than just the buildings. Open space, roads, bridges. Sustainable place making. Very consultative. Value in looking at those type of roles.

Game-changers coming. Metro, new bridges, light rail, innovation quarter etc. lack of walkability, retail. What could we do in the 3 years ahead?

Back to the whole tactic of the sense of completeness in any sense in time. Program in Amsterdam called 15 by 15. Started in 2021. Do 15 very interesting projects. Ranged from the cornfields to art installations. Westmead could do 25x25 over the next three years. There is a clear program. Possibly a sub-set of Geoff Robert's 100-day program. I'd have clear program and an appointed steward of delivering this temporary place making and changing the identity of place in a valuable way.

## Comparative Advantage

Westmead provides a full suite of services, from cradle to the grave. Clinicians and researchers that are world renowned, but Westmead is not. The links with industry just isn't up there.

NSW Must go towards the point of differentiation, or what is the research strategy approach across NSW. Industry is often confused as to where people should be going to Precinct. There's probably only one that can be a genuine pure innovation precinct. That's a Westmead. It must have the critical mass.



The productivity council did some work on Precinct, and it turns out that everyone wants to be a precinct. There is a lack of understanding for what is required to be a precinct. Can't be more than a few internationally significant areas in the area, Westmead is likely to be one of them. It is critical that we also look at what didn't work. We need to ensure that is market demand, comparative advantage and an area of collaboration between groups. This includes the Government and private sector. You need the right infrastructure / Eco system for the success of the area. Amenity was also a pretty important part of what made it work. How do we host culturally relevant events. Diversity of people, companies and cultures are critical. Leadership, you need to ensure robust governance

What makes Westmead special is going to be genomic medicine. This will change medicine over the next two generations. It will be a revolutionary change in Medicine. Having this flagship underpinned by world-class research will be crucial.

Medicine is now at the intersection of technology, computer science and engineering. We need to create incentive for anchor tenants to leverage the 3M people in a diverse cross section in Western Sydney. We must ensure that we get the engineering, science and computer science faculties out to Westmead. They should be based in Parramatta, creating corridors of innovation.



## Innovation Panel



Questions:

**What do we do at Westmead differently to what we've done in Tech Central?**

**What do we need to do at Westmead to help fix population health that makes you unemployed because cardiac health has improved?**

**How important is digital connectivity?**

Cicada is 6,500 sqm in Sth Eveleigh. 21 years old. Solely to commercialise deep tech companies. Engineering and science-based businesses. 43 residents employing 450 people. 40% are MedTech – half are diagnostics and therapeutics companies, device. Energy, ag-tech, heavy infrastructure as well. Owned by 4 universities but independent. If you start one of these companies today, it will be 15 years before you have a product in the market. 20 years before they become an overnight success and 30 years maybe they have an exit. Cicada has had 5 exits via trade sales or IPOs delivering \$1.1 billion back to the shareholders. Produced over 2,500 jobs.

Bust-myth – all research and development starts and stops at universities. It comes from anywhere. Only 1 resident is a direct spin out of a university. Everyone employs graduates however.

Need to recreate space and place for entrepreneurs to thrive and flourish. Can't afford shiny new buildings and can't afford to be constrained. Big myth about Silicon Valley is that it was a designed precinct. It wasn't. Google when they started moved to the cheapest space they could find. Investors out there into development come and talk to me because we will put a spot in there and 10 – 20 years' time the building will be worth 3 or 4 times the value because of the companies we will be graduating out into the developments around. Silicon Valley is more organic than people think. It's a mess but a beautiful organic mess.

Where is the best place to have a cardiac arrest? It's not Westmead. Western Sydney has a lot of cardiovascular disease. Having these challenges and identifying these problems where we can work together and innovate together is a good place to start. Talking what innovation is. Innovation is taking a problem and doing something different.

Talk to Malcolm about the outcomes of this projects. Need for the data on what is changing.

Data, is one area. Linking clinicians into the practice of precincts seems to be an area we should be talking more about.

Clara touched on collaboration of connections outside of Westmead. Hyper connectivity with community. Who out there is working with community that can influence people. Instigate and facilitate innovation. Bring in things we think might be useful. Innovation Conference every year. New process, new technic, voting system which are the best ones. How to propagate across the membership. No shortage of people who want to be involved in innovation, it's the contribution that is important. How to prioritise and get the right people together is critical.

Government has been spending vast sums on transport infrastructure, challenge for the future may be moving electrons rather than people. Blended workplaces are here to stay. Australia 67<sup>th</sup> for digital connectivity.

Absolutely foundational. Public needs to connect and be inclusive. Universities are almost impossible to get access to the internet and way finding around the place. Data rights is also important. E-health example of other agencies being able to access the information. Get some complex policy settings right in that space.

Free program called MedTech foundations. Make it part of every clinicians, healthcare worker, everyone an opportunity to go through it. Community of practice to do it together about what innovation is. Next six months what is something we will do to change our ecosystem.

Barrier between primary and community care in managing health data.

Wellcome wanted to map the human genome. Westmead has the opportunity to solve kids cancer through gene therapy. Innovation work should be aligned with that purpose. Worried about annoying the 12 other hospitals. Align behind a single noble purpose and get on with it.

## Making Westmead Great!

We need to make sure we make Westmead a great place. GSC wants to create a team but firstly we need to ensure that we are aligned on the vision.

However, the trouble can often be in getting funding for the place right.

We need to ensure strong connectivity through the area; with cycling, end of trip facilities, more efficient building. LifeSciences, Medical Sciences are a strong investment for Charter Hall. Real estate that were fortress malls are now being questioned.



The land council wants to ensure that Westmead is a world class health precinct, and how the land can help develop the Precinct. Ensuring that there is strong amenity for the indigenous population of Western Sydney too.

Connecting between the centre and what is happening around it.

To make Westmead a success:

- Governance, we need to think differently. We need to think innovatively
- Planning, we need to think about how we consider things. The planning system is too slow to deliver an innovation precinct
- Delivery, to ensure that things are delivered on time

Diverse affordable housing, integrated transport active etc, local graduates, night time economy, community and cultural facilities, needs to be a great place to live, digital connectivity.

Placemaking, amenity and good transport connections

We need to resolve how the space between all the sites work.

## What's Next Summary



### **David Harding:**

Competition with the best in the world. Must be attractive, extravert and highly differentiated. Complimentary community needing to be around us for resilient, sustainable success. Start of community here.

### **Richard Alcock:**

Investment NSW is the stand out. Getting the right people in our organisations who understand industry engagement working together with Investment NSW. If we can announce three or four signature Investment NSW achievements, we can say we've done our job. Mark our own cards and be open that we can assess our progress. Did we do our 100-day plan? Business Western Sydney should mark our cards. Are we prepared in six months' time that we did what we said we would?

### **Liz Hannan:**

Bridging the divide between Westmead and Parramatta is what USYD has signed up to do. New campus would have a point of difference with the support of the people in this room. Intersection of technology and society is important. Engineering and medical devices.

### **Kate Stevens:**

Intensified the goals for WSU. Human-centred and porous is a theme coming out for me today. Future is tomorrow. Working with communities. Celebrating the richness and diversity of the communities we would with.