

7.2 COBURG HEALTH AND COMMUNITY SERVICES PRECINCT: PROPOSED SALE OF LAND AT BELL STREET, COBURG

Director Engagement and Partnerships Joseph Tabacco

Places and Major Partnerships Projects

Officer Recommendation

That Council having followed the required statutory procedures pursuant to section 114 of the *Local Government Act 2020* and Section 223 of the *Local Government Act 1989*:

1. Notes submissions received in respect of Council's proposal to sell the land comprising of approximately 14,500 square metres contained in certificates of title volume 10192 folio 590, volume 11411 folios 002 and 003 and generally known as 29, 31, 46, 52, 60 and 62 Urquhart Street, Coburg, 72, 74 76, 78 and 80 Bell Street Coburg, (land), by private treaty to Coburg Health Hub Pty Ltd (CHH) and resolves to sell the land to facilitate a health precinct in accordance with the Coburg Structure Plan.
2. Authorises the Chief Executive Officer to make an application to commence the subdivision process to amend the subdivision boundary to excise the bluestone cottage complex and the land to its west from the sale, retaining it in Council ownership, and begin the process of renewing Coburg Historical Society's lease for the complex.
3. Notes the intention to include the refurbishment of the bluestone cottage complex, the rebuilding of the annex (of around 110 square metres), and the creation of a new historic garden surrounding the cottage, in the contract with Coburg Health Hub so that this work can happen concurrently with the health precinct delivery and be done in an integrated and cost-effective way, to Council's scope of works, without impacting Council's Capital Works Program.
4. Resolves to sell the land to Coburg Health Hub, as set out in the updated Heads of Agreement and summarised in Table One of this report, for the purposes of creating a health and community services precinct.
5. Notes the proposed terms include measures to ensure the health and community services precinct includes a high proportion (over 50%) of community and not for profit providers on long term leases, high quality publicly accessible open space, commitment to community engagement beyond the requirements of the planning process, requirements to commence and complete the project within agreed timescales, as well as other community benefits, and that the land not be transferred until these conditions have been satisfied.
6. Authorises the Chief Executive Officer to negotiate the final sale price and terms in accordance with this report and do all things necessary to affect the sale of the land to Coburg Health Hub, including signing any Heads of Agreement, Contract of Sale, Section 173 agreement, transfer documentation and any other documents required for the transfer of the land.
7. Notes the feedback from the community engagement process and the strong support for the provision of additional health services in Coburg and authorises the Director Engagement and Partnerships to write to each person who made a submission informing them of Council's decision and reasons for its decision in respect of Council's proposal to sell the land.

Executive Summary

Council first identified a gap in locally available health and community services as part of the precinct structure planning process for Coburg in 2010. More research carried out by Council in 2018 showed this gap has continued to grow, identifying both existing and projected future shortfalls in key service areas such as GPs, aged care, chiropractors, dentists, medical radiation practitioners, occupational therapists, optometrists, pharmacists, physiotherapists, podiatrists and psychologists. To respond to this need, Council has worked to bring new health and community services to the area by creating the conditions for a new precinct in central Coburg for this purpose.

The community faces further health challenges in 2021: the pandemic has led to considerable stress on existing health services, with data from the State Government and the Chief Health Officer indicating that mental health conditions and psychological distress have increased significantly, and that there will be long-term challenges due to the deferment of elective surgeries and the impact of long COVID.

Having worked towards a new health and community services precinct for many years, Council now has in place the policy framework (as reflected in the newly adopted Council Plan 2021-2025), a site of appropriate size and access, a delivery partner in Coburg Health Hub (CHH) and their not for profit superannuation fund financier, and a high level of community support, to be able to realise this ambitious project and deliver significant and lasting benefit to the community.

The land to the east of the Civic Centre bound by Bell Street, Pentridge Boulevard and Urquhart Street has been designated for this use since 2010. It was in private ownership until it was strategically acquired by Council to put together a large precinct.

In its current function as a car park primarily for Council staff, it delivers little benefit to the broader community. Due to its large scale, complexity, and the high costs of making it suitable for another use (such as remediation and road works), no other viable use has been identified for this site, and it is likely to remain a staff car park for many years if this proposal is not pursued.

The projected economic benefit of the proposal (**Attachment 1**) includes \$160 million of direct investment by Coburg Health Hub and their funders in the delivery of the health precinct, creating a further \$300 million of projected benefit to the local Moreland economy and up to 1,000 jobs in the construction and operational phases of the project.

Previous proposals that Council considered in 2010 and 2012 comprised of one large private hospital. The current proposal, submitted by Coburg Health Hub (a company set up to undertake this development should Council decide to proceed), is made up of a campus style range of facilities which would deliver acute and primary health care, rehabilitation, mental health, childcare, residential aged care, aged care support services (such as home care), and National Disability Insurance Scheme (NDIS) services. Over 50% of the precinct by floor area is proposed to be made up of community providers and not-for-profits such as Merri Health, and the proposed funder who would be the long-term owner of the precinct is a not-for-profit superfund. The diversity of the proposed services, from childcare through to aged care, and the high proportion that would be available to those on low incomes, is a core feature of this proposal.

Officers have been in discussions with Coburg Health Hub over the last months to maximise the community benefit that this project would deliver, and these agreements would form part of the legal contract if the land were sold. All of these conditions would have to be satisfied before the land was transacted and the ownership pass from Council. Key terms negotiated include:

- The different services being provided, and the fact that over half of them have to be delivered by community and not-for-profit providers on long term leases (indicatively ranging from 30-year leases for community childcare providers to 50-year leases for allied health and not for profit aged care, including options)
- Council's endorsement of the masterplan and its demonstration of high-quality architecture, excellent environmentally sensitive design standards and high quality publicly accessible open space
- The accommodation of a number of car parking spaces for Council, either through Council purchasing or leasing them, or a combination of the two
- The issuing of the planning permit
- Funding arrangements that show that the precinct can be delivered, and requirements around when it would have to be started, and when it would have to be completed
- Financial and project management support for realising improvements to the bluestone cottage complex

An extensive consultation program, including both the statutory public notice and a diverse range of other engagement activities delivered via Zoom webinar, on social media, in public space, through email, newsletters, flyers and mail-outs, and on Conversations Moreland, resulted in a high response rate of 432 submissions with 73 per cent expressing that they support the proposal going ahead. By far the most expressed sentiment in the consultation was that new health and community services are needed in the area.

Officers recommend that the heritage listed bluestone cottage complex is excised from the sale of the land, and that the Coburg Historical Society stay on as its tenants and custodians. It is further recommended that a more generous subdivision be created around the cottage to allow for the rebuilding of the annex and the creation of a new historic garden to enhance the cottage complex's setting and create a stronger relationship with the historic Town Hall.

Noting that there is currently no provision within Council's budget, capital works program or newly adopted Council Plan to undertake these works, officers have secured a commitment from Coburg Health Hub to support the delivery of these works to enable them to happen in tandem with the precinct development, with oversight by both a Council Project Control Group and a working group that includes members of the Coburg Historical Society.

The proposal would realise extensive benefit to a broad spectrum of the community, has a high level of community support, and noting that there will be further decision gateways for Council to satisfy that a range of conditions that safeguard the community benefit have been met before the transaction can be completed, officers therefore recommend that Council proceed with the sale of the land for the creation of a health and community services precinct.

Previous Council Decisions

Item 7.3 – Proposed Health Precinct at Bell St, Coburg – 11 August 2021

*Council resolved "Approves the commencement of the process under Section 114 of the Local Government Act 2020 to consider the sale of the land (as shown in **Attachment 2** comprising of approximately 15,700 square metres of land contained in for the creation of a staged development of a health and community services precinct."*

DEP13/20 - Proposed Coburg Health Precinct - 12 August 2020:

Council resolved to enter into the Heads of Agreement with Medela Properties (now CHH).

DEP5/20 - The Coburg Initiative - Health and Wellbeing Precinct Proposal – 10 June 2020:

Council noted the initial proposal from Medela Properties (now CHH) and authorised the preparation of a Heads of Agreement

DED65/18 - The Coburg Initiative (TCI) 10 October 2018:

Council noted the RFQ process received no conforming bids and resolved to explore alternative approaches to redevelopment that could deliver employment on the site, including aged care and allied health services.

DED75/17 – The Coburg Initiative (TCI) - Update On Development Clusters 1 and 2 (Coburg Square And Hospital) – 9 August 2017

Council endorsed a tender process to seek a suitably qualified operator interested in delivering a hospital or major health facility on the site.

DED89/14 – Amendment C123 to the Moreland Planning Scheme - Coburg Activity Centre - Consideration of Panel Report and Adoption - 12 December 2014

Council resolved to formally adopt the Planning Scheme Amendment, to facilitate appropriate development in the activity centre.

DED37/13 – The Coburg Initiative – Hospital/Major Health Facility Update – 8 May 2013:

Council resolved to negotiate and enter into a Heads of Agreement with Epworth Health Care.

DED20/12 – Expression Of Interest - Coburg Initiative – 14 March 2012

Council resolved to proceed with the Expression of Interest process to obtain an interested party to develop a hospital or major medical facility on the Coburg hospital site.

DED6/12 – The Coburg Initiative Update - 8 February 2012

Council resolved to prepare and release an Expression of Interest to the market for the hospital site.

DED33 – The Coburg Initiative - Place Framework Public Exhibition Final Sign Off - 8 December 2010

Council resolved to formally adopt The Colours of Coburg: Place Framework and associated strategies, which defines the desired land use for the site as a hospital or major health facility.

1. Policy Context

Council has a well-established policy framework that supports the sale of this land for this purpose. Precinct development of this scale is a major undertaking that requires multiple steps, and Council has been working towards the creation of a health and community services precinct in this location for many years. A strategic assessment, as part of the strategic planning of the activity centre, first identified a need for new health and community services to meet the needs of a growing population, in 2010. In order to achieve this, the site was designated as a hospital or major health facility.

Community Vision and Moreland Council Plan 2021-2025 (2021)

The newly adopted Council Plan responds to the Moreland Community Vision, a vision for the future of the City of Moreland, as expressed by more than 1,300 Moreland citizens from all backgrounds, ages and suburbs, including representatives from 30 partner organisations. The community expressed an aspiration that “everyone is healthier” in Moreland in 2025 and health is highlighted as a key direction.

Theme 3 of the Council Plan 2021-2025 is ensuring ‘a healthy and caring Moreland’ and listed as a major initiative and priority under this theme is “*Pursue the development of a health and community services hub (health precinct within the Coburg activity centre)*”

Planning Scheme Amendment C123 (2014)

Amendment C123 consolidated the planning controls that apply to the Coburg activity centre. The amendment implements the land use and built form directions from the Central Coburg 2020 Structure Plan (2006) and the Colours of Coburg Place Framework (2010).

The consultation that was carried out as part of the planning scheme amendment highlighted that respondents felt that new health services would be needed to respond to population growth.

Colours of Coburg Place Framework (2010)

The Colours of Coburg Place Framework was adopted in 2010 in order provide a vision for Central Coburg and establish a series of detailed principles to assess new projects. The Place Framework formally identified the site within Precinct 5, stating that it could 'support the activities of a hospital or major health facility and complete the range of activities that establish a health and wellbeing hub' (p38).

A key driver for the inclusion of a health and wellbeing project is to enable the creation of new jobs in Coburg with the sector being a 'dynamic and important employer, with a hospital or major health facility and a combined Community Health Centre attracting further private medical establishments as satellites around the major operations' (p26).

The site is further defined as a location for 'Key Community Infrastructure Projects' with the following description:

Health and Wellbeing – projects include: hospital or major health facility; Moreland Combined Community Health Centre; and new Maternal and Child Health and Children's Centre... There is considerable scope to include additional office in association with civic centre that can also support the activities of a major private hospital such as John Fawcner and complete the range of activities that establish a health and wellbeing hub.

Coburg 2020 Structure Plan (2006)

The subject site is identified within 'Precinct 8' of the Structure Plan. It places clear planning controls and objectives over the site which were then developed further for the Place Framework.

2. Background

A health precinct of this nature is a major undertaking and it has taken Council over a decade of effort to create the conditions that would enable this use. The key steps are shown below.

Growing Need for Health Services and Community Support

Moreland has a number of key health challenges and both mental and physical health needs are expected to grow.

The need for a health precinct was originally identified in 2010. The need for health services is directly linked to population growth: between 2009 and 2019 it is estimated Moreland's population increased from 149,000 to 185,00, an increase of nearly 36,000 people.

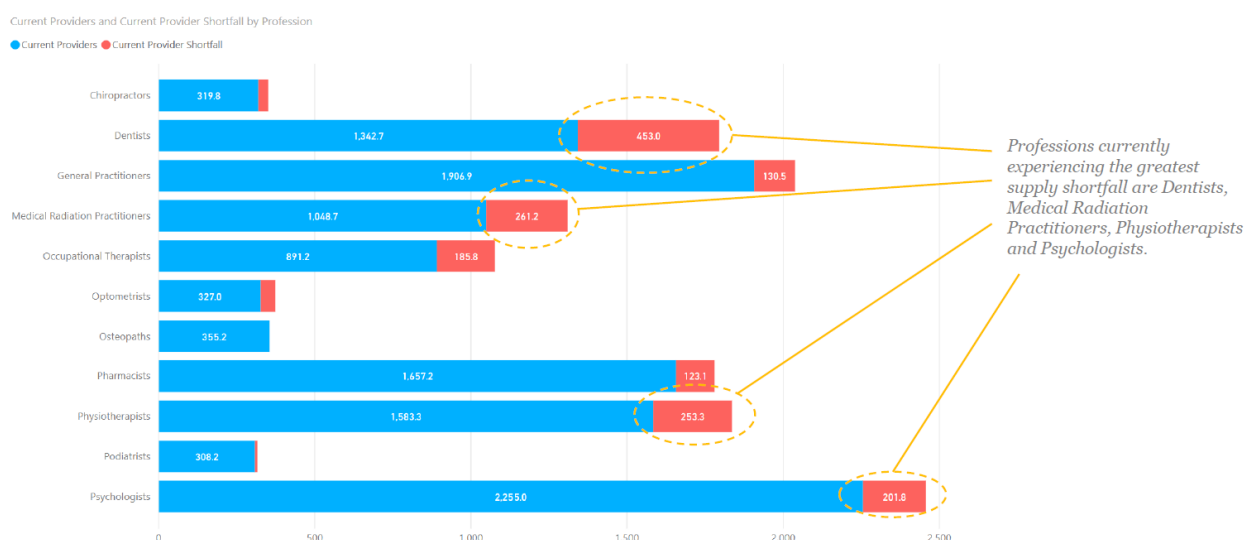
Moreland is part of the North Western Melbourne Public Health Network (NWPHN). This region of Melbourne has experienced high population growth and an increasing need for additional services. There are particular issues across the region identified through NWMPHN needs reporting (November 2018) including:

- Need for more localised services
- Wait time for services, with a particular concern for the elderly and CALD communities
- Very high levels of service demand from a diverse range of priority groups

- Need for more accessible services
- Variations in service capability and capacity to respond to the dynamic and changing environment, and to adopting innovative approaches to improving service effectiveness
- Need for more integrated and co-ordinated service models.

Analysis carried out in 2018 by PriceWaterhouseCoopers to inform planning for the proposed health precinct in Coburg found that:

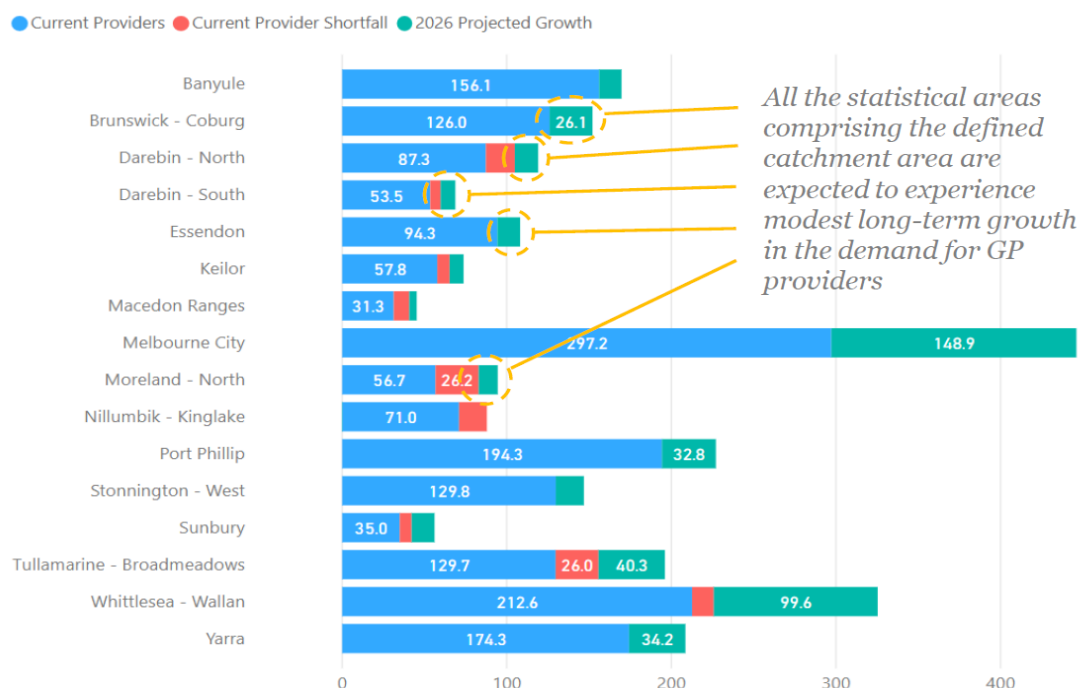
- High population growth of people over the age of 50 in Moreland will create growing need in the aged care sector. The decision of Ryman Healthcare not to pursue their development nearby on Bell Street means there will be a considerable gap in the pipeline for aged care services in Coburg.
- There is a need in Coburg and Moreland for Primary/Allied Health facilities.
- The demand for primary health services suggest there is an immediate need for additional services, particularly for Dentists, Medical Radiation Practitioners, Physiotherapists and Psychologists, as indicated below:



Coburg Hospital and Health Precinct Demand Analysis Report - 23 August 2018

- There are significant annual shortfalls in current Medicare funding of healthcare services in the precinct's catchment area indicating an unmet need for health and community services.
- There are shortfalls in the number of GP providers across the catchment areas that the health precinct would service, particularly in Moreland – North and Darebin – North.

- Brunswick-Coburg area is expected to experience a particular increase in shortfall for GPs.



Coburg Hospital and Health Precinct Demand Analysis Report - 23 August 2018

The Moreland Health and Wellbeing Profile 2020 provides an analysis of data and research on health and wellbeing in Moreland and some of the key issues highlighted include:

- Over half of adults in Moreland have one or more chronic disease.
- Over one quarter of Moreland adults are diagnosed with anxiety or depression.
- There has been an increase in mental health impacts due to COVID-19.
- The percentage of people reporting type 2 diabetes is among the highest in the state.
- The percentage of people aged over 65 years with severe and profound disability living in the community is among the highest in the state.
- The percentage of people reporting high/very high psychological distress is higher than average.
- The percentage of females reporting fair or poor health status is higher than average.
- The pandemic has led to considerable stress on existing health services. The Victorian Population Health Survey 2020 notes the rate of reported mental health conditions and psychological distress has increased significantly, particularly in younger age groups. The Chief Health Officer recently noted that there will be other long-term challenges for the health sector due to the deferment of elective surgeries and the impact of long COVID

Previous Attempts to Secure Delivery Partner

A precinct of this type and scale, involving \$160 million of upfront investment, and complex partnership arrangements with health providers, is not something that Council would be able to deliver on its own. The state government has consistently advised that provision of a public hospital within Moreland cannot be supported and they do not plan to build one as there are significant funding shortfalls within the existing public hospital network and their priority is higher demand locations further afield. As such, Council will have to rely on the private and not-for-profit sectors to be able to deliver these services locally.

Since the identification of the site for a health precinct in 2010, there have been multiple unsuccessful efforts to find a delivery partner:

2010: Healthscope entered into a Heads of Agreement with Council with a view to relocating the John Fawkner Hospital operation to the site. Healthscope were subsequently acquired by a U.S. based private equity firm who no longer had interest investing in new capital projects and withdrew from the project at a cost of \$190,000 paid as a consideration fee at the commencement of the negotiations.

2012: A nation-wide Expression of Interest (EOI) was undertaken with the assistance of Ernst and Young, and Epworth were the successful bidders. After several years of negotiation, a Heads of Agreement had neared completion, but in early 2017 Epworth advised that it would not proceed with the project on the basis that they could not commit to the desired delivery timelines.

2018: A Request for Qualification (RFQ) was released. No conforming submissions were received at the time.

Important insights were gained through each of these procurement processes that enabled Council to invest in improving the site attributes to make future procurement of a delivery partner more likely to be successful. These included:

- Purchasing land within the Pentridge Precinct to create a larger land parcel
- Completing Pentridge Boulevard as a vital traffic link for a major health precinct

Coburg Health Hub's Proposal

Following these investments by Council, in April 2020, Council received an unsolicited offer from Coburg Health Hub (summarised in a public proposal and a confidential proposal outlining the financial offer at **Attachment 1 And Attachment 2 [Confidential]** respectively) to deliver a hospital on the site, as well as a range of other health and community uses.

In contrast to previous proposals for a large private hospital, Coburg Health Hub propose a campus style precinct, with a variety of services across the age spectrum such as allied health, childcare, bulk billing GP clinics, mental health facility, and aged care, in addition to a short stay private hospital. A large proportion of the services are proposed to be delivered by community and not for profit providers such as Merri Health.

The proposal was reviewed by Council's legal adviser, who confirmed that Council could consider it within procurement rules. Assessing that the proposal was of a high quality and met or exceeded all of Council's minimum requirements for the project, Council signed a Heads of Agreement (**Attachment 3**) with Coburg Health Hub in December 2020 to allow negotiations and further discussions.

Assessment of Coburg Health Hub's Proposal

Officers have carried out a detailed assessment of Coburg Health Hub's proposal against the targets, objectives and aspirations from the 2018 RFQ, as well as various Council endorsed documents and concluded that there is a high level of alignment with Council's endorsed objectives for this project.

The following table sets out a summary of analysis of how well the proposal responds to key strategic objectives and requirements, and where the proponents are fully addressing or even exceeding the requirements.

Strategic Objective	Does not meet	Partially meets	Fully meets	Exceeds	Notes
Community Vision and Moreland Council Plan 2021-2025					
A health and community services hub in Coburg activity centre is identified under 'major initiatives and priorities' in order to meet the health needs of the community			✓		Delivers Council Plan objective
Colours of Coburg Place Framework					
Concept Plan includes 6,400 m2 for hospital or major health facility administration				✓	Multiple health facilities proposed
A major private hospital as a significant economic multiplier			✓		Two hospitals are proposed, plus allied health, GP and other community facilities
\$1.7 billion in value added/marginal economic value (target relates to whole of central Coburg)				✓	\$3billion broader economic benefit projected
Quantity of jobs - 2,856 new jobs (target relates to whole of central Coburg)			✓		Job creation consistent with target
Quality of jobs				✓	Broad range of jobs proposed in allied health, primary care, childcare, aged care, administration, etc.
Community Engagement Policy					
The relevant section of Moreland's Community Engagement Policy states: <i>Selling, exchanging or leasing land</i> <i>We will engage the community at the level of 'consult' or 'involve' on the IAP2 spectrum.</i>				✓	Commitment to engage well beyond the requirements of the policy.

Strengthening the Proposal

Since Council received the proposal in 2020, officers have worked with CHH to ask them to strengthen the proposal in a way that responds to key Council priorities. Elements of the proposal that have been significantly strengthened since the unsolicited proposal include:

Priority	How the proposal has been strengthened
Equity and accessibility	Several uses that were initially proposed to be private providers are now proposed to be community and not for profit providers, now totalling over 50% of the proposal.
Transparency	Details, (such as high-level contract terms) that would typically be kept confidential in these sorts of negotiations, shared with the public. Only strictly confidential matters kept from the public, such as commercial matters.
Heritage and Bluestone Cottage Complex	Agreement to work with Coburg Historical Society and Heritage Victoria throughout the planning and detailed design phases. Agreement to excise the bluestone cottage complex and factor in its refurbishment the rebuilding of the annex and the creation of a historic garden into the contract of sale. Coburg Health Hub would contribute up to \$100,000 in capital costs and manage the project, to enable its early delivery.

Priority	How the proposal has been strengthened
Engagement	Agreement to carry out engagement throughout the detailed design and planning phase, beyond what is required through the planning system.
Recognising First Nations	Agreement to Cultural Heritage Management Plan. Agreement to ongoing engagement with the Wurundjeri through planning and detailed design phases.
Responding to the climate emergency	Key sustainability commitments include: <ul style="list-style-type: none"> Enhanced building orientation and optimised façades for natural light and sun shading Reduced use of artificial lighting and mechanical air conditioning Increased external planting for shading Optimised building services operation for better efficiency The development of predictive maintenance models to reduce operational costs and emissions from existing buildings Rainwater harvesting from roof areas Solar hot water and thermal energy storage systems, energy metering and energy-efficient lighting
Certainty of delivery	Agreement to commence works within 12 months of land transfer. Agreement to greater level of detail about providers, number of places per use, process and engagement within the contract terms.

The following table sets out the proposed service and the status of the provider:

Proposed Service	Proposed providers
Short stay hospital specialising in acute patient care	Private (apart from services covered by Medicare)
Mental health in-patient care and day programs	Part Private (apart from services covered by Medicare) and part not-for-profit
GP Clinic	Bulk billed
Radiology, pathology	Private (apart from services covered by Medicare)
Pharmacy	Concession available
Dentistry (part of GP Clinic)	Private
Residential Aged Care	Not-for-profit provider, 40% concessionary
Aged Care Support (home care, meal delivery, etc)	Not-for-profit provider
Transitional Care	Not-for-profit provider
Allied Health Services – e.g. occupational therapy, physiotherapy, speech pathology	Not-for-profit provider
Child Care & Early Learning Centre	Not-for-profit provider

Proposed Service	Proposed providers
NDIS Services	Not-for-profit provider
Public Space	Publicly accessible

Updated Heads of Agreement

The Heads of Agreement sets out the key terms and is attached as a confidential attachment to this report. Updates have been made to the Heads of Agreement to reflect how the proposal has been strengthened to maximise community benefit over the last few months, as well as other updates to reflect evolving conditions. Key changes are shown below:

Previous Heads of Agreement	Amended Heads of Agreement
Parties: Document referred to both Coburg Health Hub and Medela Properties	Only refers to Coburg Health Hub
Definitions and interpretation clauses: Referred only to a health and wellbeing precinct containing a hospital	Refers to the precinct “comprising a minimum of 40 beds, community health centre; bulk billing medical centre aged care facility and community childcare centre in stage 1 and a private hospital and other facilities”
Definitions and interpretation clauses: Substantial commencement set at 24 months	Substantial commencement reduced to 12mths and involving an expenditure of not less than \$2 million
No definition in the previous Heads of Agreement	Subject to the endorsement of the officers’ recommendation
Heading, ‘Conditions precedent to execution of the Contract Documentation by Council’: Referred exclusively to the Local Government Act 1989	Updated to refer to both the Local Government Act 1989 and the new <i>Local Government Act 2020</i> Added under ‘Conditions precedent to execution of the Contract Documentation by Council’: Coburg Health Hub must produce an updated Masterplan “to reflect any decisions by Council regarding the future of the heritage building and associated land, the width of the proposed access road between the Council offices and the Land and the location of the replacement Council car parking.” This is to be approved by Council acting in its corporate capacity. Added under ‘Carparking’: Coburg Health Hub will provide temporary carparking until Council’s spaces within the development are delivered
‘Price’ in Contract Terms: Price for the land was to be paid in two stages with separate valuations	Price for the land to be paid in a lump sum

Previous Heads of Agreement	Amended Heads of Agreement
'Price' in Contract Terms: Settlement date set at 30 days	Settlement date reduced to 28 days
No section in previous Heads of Agreement	Subject to the endorsement of the officer's recommendation – added a new section 'Heritage Bluestone Cottage Complex' which sets out the terms of bluestone cottage complex's restoration and Coburg Health Hub's financial contribution. This detail is reflected in the definitions, contract terms and s173 schedule.
No clause in previous Heads of Agreement	<p>Added under 'Conditions Precedent' in Contract Terms:</p> <p>Council must procure registration of the proposed plan of subdivision to create a separate title to the Property, creating the site for the Heritage Land and the new road between the Council offices and the Land</p> <p>Council must procure the issue of a permit for the reduction in parking for the Council offices</p> <p>Coburg Health Hub must provide satisfactory evidence to Council of Agreements for Lease or other legally enforceable arrangements for:</p> <ul style="list-style-type: none"> • A hospital operator for a hospital of not less than 40 beds; • A community health provider for a space to be used for the provision of community health services of not less than 2,000 sqm • A bulk billing GP medical clinic • A not for profit aged care provider for the provision of not less than 72 beds; and • A community based childcare centre operator for a childcare centre of not less than 80 places • or alternative evidence of health and community service providers to the satisfaction of Council of not less than 50% of the overall floorspace. • All community and not for profit leases to be offered on a minimum of 30 years (including options) for childcare and 50 years (including options) for aged care and allied health 40 bed hospital <p>Coburg Health Hub must provide satisfactory evidence to Council of finance for the construction of the project to include the last four elements listed above.</p> <p>Coburg Health Hub must provide a bank guarantee for the value of the Council replacement car spaces to be constructed in the Development"</p>
	<p>Added sections in 'Contract Terms':</p> <p>Post settlement Heritage: Agreement to consult with Coburg Historical Society on their complex and masterplan and contribute to works to improve the bluestone cottage complex</p> <p>Community Consultation: Requirement to consult with the Coburg Historical Society, the Wurundjeri (including through the completion of an Aboriginal Cultural Heritage Management Plan) and the broader</p>

Previous Heads of Agreement	Amended Heads of Agreement
	<p>community during the detailed design phase, as captured in a Community Engagement Plan to the satisfaction of Council</p> <p>Aboriginal Heritage: Agreement to consult with relevant Aboriginal communities as part of development and design process. Agreement to undertake a Cultural Heritage Management Plan as part of the design and approval process</p> <p>Planning Approvals: Coburg Health Hub have right to exhaust appeals</p> <p>Transfer of Interest: if Coburg Health Hub on-sell the land any future owner is bound by the same contract terms</p>
Owners Covenants, 'Use of the Land': Health precinct defined as a hospital with 70 beds	Health precinct defined as "comprising a minimum of 40 beds, community health centre; bulk billing medical centre aged care facility and community childcare centre in stage 1 and a private hospital and other facilities"
Owners Covenants, 'Use of the Land': land to be developed in Stages	<p>Land can be developed as a single development or Stages.</p> <p>Added: Coburg Health Hub to provide bank guarantee to Council for the cost of the Council's car spaces to be held by Council until they are completed</p> <p>Added: Details appropriate mechanism for Council if the project stalls at any point during its construction. i.e. Coburg Health Hub go into administration and need to novate their contract</p>

Site

Having identified the need for a health precinct in Coburg through the precinct structure planning process, Council needed to find a site with the scale and locational attributes suited to this use and designate it within the planning scheme. From the early 1980s through to the 2010s, Council made strategic decisions to purchase several residential properties in private ownership, and land parcels in private ownership within the former Pentridge development, to make a large land parcel. It cleared the site of buildings (apart from the bluestone cottage complex) and made improvements to Pentridge Boulevard to make the site more appropriate from a transport access perspective.

The precinct is over 1.5ha and is the only piece of land of this scale in Moreland that is suitable for a health precinct.

In the time that Council was assembling and clearing the site, designating it as a health precinct, and making attempts to find a delivery partner, it has operated as an overflow car park for Council staff. To date it has delivered negligible community benefit (apart from the Coburg Historical Society use which is proposed to continue).



3. Issues

Coburg Historical Society and the bluestone cottage complex

A petition was formally received by Council at the 11 August 2021 meeting containing 1,818 signatures (the online petition has received 2,541 signatures as at 24 October 2021) requesting Council does not sell the Coburg Historical Society headquarters. In the consultation process, for those not supporting the proposal to sell the land for the purpose of creating a new health and community services precinct, the most often quoted concern in the submissions process was a desire to see the bluestone cottage complex excised from the sale.

Council has been working with the Coburg Historical Society to understand their future plans, needs and aspirations and explore options in line with Council's resolution of its 11 August meeting, that Council:

11. Acknowledges the contributions of the Coburg Historical Society to the broader Moreland community and affirms that Council will continue working with the Coburg Historical Society to ensure it can continue its critical work in researching, recording and sharing the history and historic buildings of Coburg into the future.

12. Fully investigate all options for the Coburg Historical Society to remain on site within the heritage listed buildings and receive a report on the most appropriate mechanism to achieve this outcome

A working group has been established with Coburg Historical Society, made up of committee members, councillors and officers, and has met three times via Zoom (given the Covid restrictions in place at the time).

The issues discussed include:

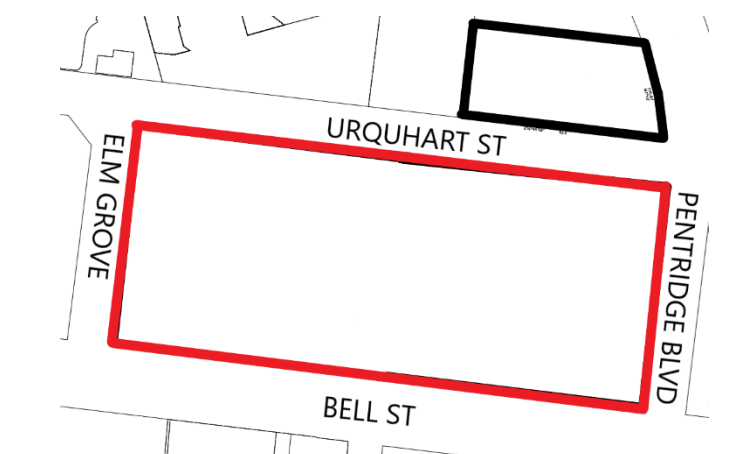
- Coburg Historical Society's future plans and aspirations as an organisation
- The nature of Coburg Historical Society's collection, and how it should be stored to properly protect it
- Officers' considerations around subdivision options, and Coburg Historical Society's feedback on the emerging officer recommendation
- The sale of land process, and planning process, and opportunities Coburg Historical Society will have to see and comment on plans as they develop

Given the strength of community feeling on the bluestone cottage and Coburg Historical Society, and the stated views of the Coburg Historical Society committee members, officers recommend that:

- The bluestone cottage complex is subdivided and excised from the sale of the land and remains in Council ownership
- The process is started to renew Coburg Historical Society' lease with Council
- The refurbishment of the bluestone cottage, the rebuilding of the annex (of around 110 square metres) and the creation of a new historic garden surrounding the cottage are included in the terms of the sale with Coburg Health Hub so that these can be funded and delivered concurrently with the health precinct delivery, rather than impact on Council's current Financial Plan or wait to be considered as part of the next Council Plan in 4 years' time
- The annex is built with sufficient space surrounding it to allow for a larger facility with meeting, research and display space, to be accommodated at such time as funds could be raised for such a development from State and Federal Governments, philanthropy, or other grants
- That Council continue to support Coburg Historical Society in strategic planning for their organisation, identifying and applying for grants (including Council grants), and further integrating their work with broader Council projects and strategies.

Subdivision options

Originally the cottage complex and its land were on a separate title. After Council purchased the adjacent properties, the land was absorbed into a single title, as indicated below in red:



As per Council's resolution of 11 August 2021, Item 7.3 **Proposed Health Precinct At Bell St, Coburg** – “12. Fully investigate all options for the Coburg Historical Society to remain on site within the heritage listed buildings and receive a report on the most appropriate mechanism to achieve this outcome”, two subdivision options were explored that would facilitate the continued presence of Coburg Historical Society in the cottage complex.

Option 1 – remove cottage complex from the sale.

Subdivide the elements with heritage significance from the wider site.

Not recommended



Option 2 – remove the cottage complex and adjacent land from the sale.

Subdivide cottage from wider site and include former childcare centre land in Civic Centre title.

Recommended



Option 2 is recommended, as it provides an opportunity to open up longer views to the cottage from Bell Street, create a better setting for the historic buildings and preserve a connection to the historic buildings of the Civic Centre.

The additional land provided in Option 2 would allow an improvement to the setting of the cottage and the creation of a new historic garden, space for the provision of a rebuilt annex and a landscaped area along Bell Street.

The officer recommendation includes future proofing Coburg Historical Society's needs by allowing additional space around the annex to develop a larger facility at such time Coburg Historical Society are successful in securing sufficient funds to carry out this larger project. It is also intended that the annex would only be demolished once an alternative storage facility had been constructed. The map below shows in red the area to be part of the bluestone cottage complex including the new annex and heritage garden.

The yellow area is proposed as Civic Centre car parking that can service community groups, such as seniors' groups, using the Town Hall, as well as volunteers and visitors of the bluestone cottage complex. The inclusion of some car parking at this location, has the benefit of reducing the costs of subdividing this parcel of land from the broader sale, meaning that more income can be used for funding other community infrastructure projects.



Bluestone Cottage Complex Refurbishments

Coburg Health Hub have agreed they would contribute \$100,000 to the restoration of the bluestone cottage complex and the project management of its delivery. Council would contribute any costs above \$100,000. Proposed improvements would include:

- The restoration of the bluestone cottage
- Creation of a historic garden, creating an overall larger setting than the bluestone cottage complex's existing one
- Reprovision of the annex for Coburg Historical Society's storage needs, of a new building slightly larger than existing (proposed to be around 125m²) and with improved climate control functions

Governance and Project Oversight

Once a design had been progressed enough to provide a cost estimate, this amount would be held in a specific trust until settlement of the contract. Any cost above Coburg Health Hub's \$100,000 contribution would be deducted from the payment for the land.

Whilst Coburg Health Hub would be providing some funds, and project management resourcing to the works, Council would retain all responsibilities for defining the brief for the works, selecting consultants and contractors, overseeing delivery, and assuring quality, exactly as for any other works to Council-owned facilities.

The contract terms would require the restoration project to be delivered in tandem with the first phase of the health precinct works.

Coburg Historical Society, through a working group set up for this purpose (as an extension of the existing Bluestone Cottage Complex Working Group that has been meeting over the last weeks), would be consulted on key matters including:

- Invited to give feedback on the scope of works, including detail around the storage annex's size, climate control system, storage system, etc.

- Invited to give feedback on the design team's brief (for both architecture and landscape design)
- Input into selection of consultants, particularly heritage consultants
- Invitation to attend regular site inspections once constructions works begin

Car Parking

A portion of Council's land identified for the Health Precinct is presently used as hardstand at-grade car parking for the Civic Centre, primarily for staff but also for community groups using the Town Hall, and some of this parking needs to be retained. Given recent shifts towards working from home, and Council's intention to develop a Green Travel Plan to shift travel to work on to more active forms of transport, the need for staff car parking is projected to decrease. Traffix Group were recently commissioned to provide a car parking demand assessment to understand what the future levels of parking demand would be, so that Council could amend the permit to reflect this. The land transaction would result in the loss of approximately 117 spaces. It is also possible additional spaces may be removed because of access issues that would be addressed in the detailed design phase.

Traffix Group have recommended an appropriate future car parking provision of 110 spaces for the Civic Centre. 44 would remain on Council's land around the Civic Centre, and (in the scenario contemplated by the officer recommendation) 18 in the subdivided land to the west of the bluestone cottage, leaving a further 48 to be acquired within the health precinct development. As spaces may be removed in the detailed design phase to allow for appropriate access, it is recommended that Council pursues a range of 48-58 spaces that are created in the new development, either in the form of purchased spaces or in the form of leased spaces, (or a combination of the two) included in the transaction with Coburg Health Hub, and the value deducted from the financial offer.

Community impact

Coburg Health Hub outline the core expected benefits of their proposal as follows:

- Locally delivered services such as acute and primary health care, rehabilitation, mental health, childcare, residential aged care, aged care support services (such as home care), and NDIS services
- \$160m of new investment in the delivery of the health precinct
- \$300m of projected benefit to the local Moreland economy
- Up to 1,000 jobs in the construction and operational phases of the project
- New high quality publicly accessible open space

Climate emergency and environmental sustainability implications

Coburg Health Hub's proposal includes commitments to an approach to design which maximises environmental outcomes. Specific targets on environmentally sustainable design (ESD) would be developed at the detailed design stage, should Council decide to progress the project. Coburg Health Hub has included in their proposal the following ESD approach:

- Enhanced building orientation and optimised façades for natural light and sun shading;
 - Reduced use of artificial lighting and mechanical air conditioning;
 - Increased external planting for shading;
 - Optimised building services operation for better efficiency;
1. The development of predictive maintenance models to reduce operational costs and emissions from existing buildings;

- Rainwater harvesting from roof areas; and
- Solar hot water and thermal energy storage systems, energy metering and energy-efficient lighting.

Economic sustainability implications

The project would see an estimated \$160 million of direct investment in the delivery of new facilities, and an estimated benefit to the Moreland economy of \$300 million, according to Coburg Health Hub's proposal.

Job Creation

A key driver of the allocation of the land for a health precinct is the creation of new high-quality jobs offered locally.

A key benefit of the precinct would be in bringing new employees to central Coburg who would be expected to make use of existing shops and services. The Central Coburg Business Association noted in their submission that they 'strongly supported this initiative' and that it offered excellent 'opportunities to the local business community'.

ID Consulting's recent report A Job in Moreland (2021) supported by the National Institute of Economic and Industry Research (NIEIR), highlights the importance of the health and community services sector to the Moreland economy. The health and social assistance sector is the largest and the fastest growing in Moreland and provides high quality jobs at a range of levels, with opportunities for progression.

A large number of Moreland residents are skilled in health care and social assistance but have to travel outside the municipality to work: according to The Colours of Coburg, in 2010 there was a 2,149 shortfall in health and community services jobs in Moreland (local skills vs jobs available).

The health precinct would provide direct opportunities through a new hospital, aged care and childcare facilities, as well as in retail and construction. We would also expect to see the health precinct act as a major driver for further ancillary uses to open in the wider area, providing more jobs locally.

Coburg Health Hub estimates the economic benefits (direct, indirect and induced) of their proposal as:

Quantity of jobs:

- Construction phase = 350
- Operational phase = over 600, medical practitioners, nursing, administration, retail, and unskilled support functions
- The delivery of a health precinct would enable an agglomeration of services that will add a significant amount of additional jobs in the locality

Quality of jobs:

- The health and community services sector are the largest and fastest growing employer in Australia
- It particularly benefits women and those seeking part time hours
- The health precinct would offer jobs at a variety of levels, with pathways for progression

Legal and risk considerations

There has been detailed consideration of legal and risk issues over the last few months as discussions have proceeded with Coburg Health Hub under the existing Heads of Agreement.

The revised proposed Key Terms and the assessment of risk issues, including in relation to the proposed Contract of Sale and Section 173 Agreement, are addressed below.

Key Terms

The key terms that would form the basis of the contractual arrangement between Council and Coburg Health Hub are set out below.

	Requirement
Range of Services and Providers, Including Community and Not for Profit Operators	Conditions precedent to settlement of the contract of sale include provision of a written agreement for lease by Coburg Health Hub from each of: <ul style="list-style-type: none">• A hospital operator for a hospital of not less than 40 beds;• A community health provider for a space to be used for the provision of community health services of not less than 2,000 sqm• A bulk billing GP medical clinic• A not for profit aged care provider for the provision of not less than 72 beds; and• A community based childcare centre operator for a childcare centre of not less than 80 places• or alternative evidence of health and community service providers to the satisfaction of Council of not less than 50% of the overall floorspace.• All community and not for profit leases to be offered on a minimum of 30 years (including options) for childcare and 50 years (including options) for aged care and allied health
Finance in Place	Availability of finance for the first stage of the project as specified in the Masterplan and program.
Council Car Parking	Satisfactory arrangements for the provision of the required number of car parking spaces to be separately titled and owned by the Council and updated permit conditions reflecting the reduction in car spaces needed for the Civic Centre. A bank guarantee for the agreed cost of the car spaces to be provided to the Council.
Delivery Timeframes	Execution of the s.173 agreement containing the timing commitments for delivery of the project. This will include the preparation and approval by Council of a program for delivery of the project in discrete stages.
Endorsement of the Masterplan	Council endorsement of the final masterplan
Planning Permit	A planning permit for the development
Ongoing Engagement	Commitment to consultation with the Coburg Historical Society, the Wurundjeri (including through the completion of an Aboriginal Cultural Heritage Management Plan) and the broader community during the detailed design phase, as captured in a Community Engagement Plan to the satisfaction of Council

	Requirement
Project Management of Improvements to the Bluestone Cottage Complex	The delivery of works to refurbish the bluestone cottage complex, rebuild the annex, and create a new historic garden with the first \$100,000 paid for by Coburg Health Hub, to Council's brief and with the oversight of Council

Key Risks

A project of this scale and type always carries risk.

The key project risk of the project not going ahead and the substantial investment of officer time and resource over many years being lost has been mitigated by strengthening the community benefit the proposal would deliver, and testing and confirming community support.

The Heads of Agreement includes a commitment from Council to progress discussions in a timely fashion, due to the complexity of assembling the financial and partnership arrangements needed to put together a project of this type. If the project were to be deferred at this stage, and further investigations sought before making a decision to sell the land for the purposes of a health precinct, it is likely that the current proposal would not proceed.

The key risk of non-delivery of key elements of the project would be mitigated by conditions set out in the contract terms. The following table sets out key legal risks and the measures that mitigate them:

Table 2: Key Risks

Risk	Mitigation
Discussions with Coburg Health Hub break down, and it takes many years for an alternate project to be scoped and implemented.	Ongoing discussions with Coburg Health Hub to understand what is feasible and maximise community benefit.
Coburg Health Hub switch not for profit and community providers to private providers	Coburg Health Hub will be obliged to demonstrate they have legally-binding long-term leases with NFP providers before the contract is finalised
Coburg Health Hub fail to obtain planning permit for project	The land will not be transferred to Coburg Health Hub without a planning permit. Pre-application meetings with Council's Statutory Planning team will be offered.
Coburg Health Hub fail to begin project after the contract is settled and landbank the site	Contract requires Coburg Health Hub to begin within 12 months or Council can issue a default notice. Council can then elect to transfer back the land.
Coburg Health Hub begin construction and then stop midway	Council can issue a default notice. Council can then elect to transfer back the undeveloped land.
Project sold halfway through and the new owner tries to change key terms or deliver something different.	The contract ties the development to the masterplan and the key terms. Any other landowner would have to deliver the same scope of works.
Coburg Health Hub try and change proposal and plans	Council will see and endorse the masterplan before the land is transferred, and the project must be delivered in accordance with the masterplan.

Probity and Conflict of Interest

To ensure high standards of probity, integrity and good governance Council has procured both legal and probity advisors who have provided advice at every stage of the project. These include, but are not limited to, contractual arrangements, probity and due diligence. All activities have been carried out in line with their advice.

Council is required to undertake community engagement in a particular way for some matters such as the sale or lease of land. Due to recent changes to the *Local Government Act*, and the importance of this particular project, Council received additional legal advice to ensure the process was carried out in accordance with all relevant legislation and Council policies.

Due Diligence on Coburg Health Hub

At the time of entering into the original Heads of Agreement, the directors of Coburg Health Hub provided both personal and corporate information regarding their experience, financial position and related matters. At that time, they also provided details of prospective tenants and an expression of interest from a prospective finance partner. In terms of expertise and industry experience, the directors have significant professional and industry experience in the delivery of development projects. All this material was carefully assessed prior to the recommendation to Council to proceed with Coburg Health Hub (then known as Medela).

Since then Coburg Health Hub has been established as a new company (with the same directors) set up for the purpose of delivering the health precinct. This is a standard development delivery approach for precincts of this type.

Significant further negotiations have been held with various health and community service providers following the execution of the original Heads of Agreement, and Coburg Health Hub have secured an in-principle commitment from a major not for profit superannuation fund to partner during the delivery phase and take over the ownership of the precinct after its completion.

Council's legal advisors have recently run a further series of credit and personal checks to ensure there are no issues in relation to the principals of the company and no concerns were identified.

Human Rights Consideration

The implications of this report have been assessed in accordance with the requirements of the Charter of Human Rights and Responsibilities.

Key sections in the Charter that are relevant to this report are recognition and equality before the law (section 8), freedom of movement (section 12) and taking part in public life (section 18).

Officers will ensure any future car park provision preserves the accessibility of the Civic Centre and Town Hall. The public space is also proposed to be fully accessible.

Officers asked Coburg Health Hub to strengthen their proposal in relation to the accessibility of services on the site, to maximise outcomes for those on low incomes or experiencing multiple forms of disadvantage, and Coburg Health Hub have now done this. These commitments will be reflected in the contract terms.

Gender Impact Considerations

The proposal has the potential to have a major positive impact on gender equality in the following ways:

- The health and community services sector are a significant employer of women and gender diverse people, and the health precinct would create many more of these jobs locally
- Many of the services delivered at the health precinct would directly benefit women and gender diverse people, such as women's health services, aged care and childcare

4. Community consultation and engagement

Communications

At its 11 August meeting Council (Item 7.3) resolved to begin the statutory consultation process for the sale of land pursuant to section 114 of the *Local Government Act 2020* and section 223 of the *Local Government Act 1989*. An engagement program was conducted over 5 weeks, from 16 August to 18 September 2021. A statutory notice detailing the proposed sale of land was published in *The Age* on 21 September 2021.

Due to the importance of the project, the length of the planning process for the precinct, and the lockdown restrictions that Melbourne was experiencing at the point of the consultation, Council undertook a number of activities over and above what was required through the statutory process or Council's Engagement Policy. The result of this extra activity was a very broad reach (in the tens of thousands) and a high response rate. Engagement activities and reach included:

- Conversations Moreland information, FAQ, map, key documents and online submission form;
- Facebook and Instagram;
- Online community information and Q&A sessions;
- Addressed mail out to 2,183 owner/occupiers in a 500m radius of the site including a CALD translated submission form in top 3 Coburg languages other than English (Italian, Greek and Arabic) and a reply-paid envelope.
- Printed flyers distributed to 5,000 properties around the site;
- Group email account set up for questions and submissions - coburghealthprecinct@moreland.vic.gov.au ;
- Coburg Primary School community newsletter article;
- Coburg Farmers Market and Victoria Street Mall - sign and take away flyers;
- Coburg Library 'click and collect' orders included a printed flyer on the project and how to make a submission;
- My Moreland (online newsletter);
- Community noticeboard (real estate board);
- Project team responses to individual community queries.
- Printed poster in Coburg Leisure Centre and Coburg Library windows;
- Business Moreland e-news.

Public Notice

A public notice means a notice published in a newspaper generally circulating in the municipal district of the Council. A public notice was published in the Age Newspaper on 21 August 2021 that contained details of the proposal and how to make a submission. See right for a scanned copy of the notice published in the Age.

Information Sessions

Two Information Sessions were held in the period of consultation via Zoom webinar. Key details of the project history and the proposal were presented by Council officers and questions invited from participants were answered by a panel of Council officers and the CHH team. The presentation was recorded and shared on the Conversations Moreland page for the health precinct, and questions and answers from the sessions were added to the Frequently Asked Questions section of this page.

NOTICE OF INTENTION TO SELL LAND

At its meeting on 11 August 2021 (Item 7.3), Moreland City Council resolved to commence the Statutory Procedures under section 114 of the *Local Government Act 2020*, of its intention to sell a parcel of land known as 29 & 31 Urquhart St and Part 68-82 Bell Street, Coburg contained in title Volume 11411 Folio 002, Volume 11411 Folio 003 & Volume 10192 Folio 590. Within the thick black lines on the adjacent map (Land).

It is proposed that the land be sold:

- for the proposed development of a health and community services precinct in accordance with the Coburg Activity Centre Structure Plan
- by private treaty, in accordance with the terms of an expression of interest campaign run by the Council for the sale of the land;
- at or above market value, based on a valuation held by Council; and
- with an obligation to provide car parking bays for use by the public.

Council further resolved to:

- note that this includes the heritage bluestone cottage and separate kitchen and immediately surrounding land;
- fully investigate all options for the Coburg Historical Society to remain on site within the heritage listed buildings and receive a report on the most appropriate mechanism to achieve this outcome.

This notice is given under Section 114 of the *Local Government Act 2020*.

Any person may make a submission regarding this intention under section 223 of the *Local Government Act 1989*.

Council will consider all submissions prior to making a decision to sell the land.

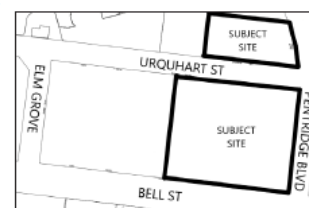
Submissions must be clearly marked "Submission – Proposed Sale of Land at 29 & 31 Urquhart St and Part 68-82 Bell Street, Coburg" and should be addressed to Moreland City Council, Locked Bag 10, Moreland, 3058 or delivered to the Moreland Civic Centre, 90 Bell Street, Coburg. Submissions can also be made via the Conversations Moreland website or emailed to coburghealthprecinct@moreland.vic.gov.au.

The closing date for submissions is 5pm Saturday 18 September 2021. If a person wishes to be heard in support of their submission they must include the request to be heard in the written submission and this will entitle them to appear in person, or by a person on their behalf, at a Hearing Meeting to be held on 7 October 2021.

Submissions form part of the public record of the meeting at which Council will consider whether to proceed with the sale of the Land.

For enquiries, please contact Daniel Morton, Coordinator Precinct Renewal on 0477 933 736.

JOSEPH TABACCO
Director, Engagement & Partnerships



Mail-out and letterbox drops

To ensure residents living close to the proposed site of sale were aware of the project and encouraged to complete a submission, an addressed mail out and letterbox drops were undertaken.

Mail out/ letter box drop	Participation / method	Reach
Reply paid mailout	Letters sent to 500m radius of the site (addressed to owners and occupiers)	2,183 letters posted
Letterbox drop (flyer)	Flyers dropped into letterboxes, radius commencing outside 500m of proposed site (to avoid duplication with mail out).	5,000 flyers delivered

Engagement Reach

Due to the range and number of opportunities to participate, the consultation had an extensive reach and a high level of response.

Engagement activity	Participation	Reach
Facebook ads & organic posts (online English) All comments that asked a valid question were responded to.	1,315	32,300
Facebook ads (online in-language) *click to call through to Language Link	391	12,600 Italian 1.3k Greek 6.5k Arabic 4.8k
Councillor Facebook posts (online)	3	Unknown
Conversations Moreland	410 *contribution	3,925 *views
A5 Letterbox flyer (print)	77 *QR code 20 *weblink	5,000
Mailout letter-addressed multi-lingual reply-paid submission form (print)	15 *QR code 9 *weblink 34 *reply-paid submissions. (X1 received 2.5 weeks post close date and not counted)	2,183
Coburg Primary School community newsletter article via Compass (online)	12	315 *300 students + staff
Coburg Farmers Market, Victoria Street Mall - sign and take away flyers & Coburg Library 'click and collect' orders (print)	400 * x200 flyers supplied for each	Unknown *market patronage high
Poster in Coburg Leisure Centre and Coburg library windows (print)	7 * QR code 1 *weblink	Unknown
Community noticeboard (print)	1 * QR code 4 *weblink	Unknown
Business Moreland e-news (online)	1	7385 *3,000 views
My Moreland (newsletter)	0	1,832

Engagement activity	Participation	Reach
Project team responses to individual community queries	59 *Facebook 12 *email 4 *phone calls	N/A
Email contact with regular Coburg Town Hall users and stakeholders surrounding the proposed site *includes Coburg Primary and High schools, East Coburg Tennis Club etc.	12	N/A
Meeting with Wurundjeri elders to discuss the proposal	2	N/A

Who Participated?

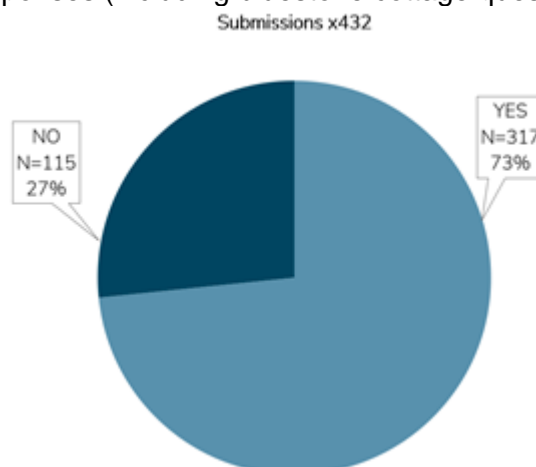
Participants had a choice to provide or not provide demographic data such as gender, age, place of residency via the Conversations Moreland online form where it was collected and recorded and is presented below. The engagement was a good reflection of community across age and gender. The large majority of respondents identified as local residents.

Consultation Results

The community indicated a strong level of support for a health precinct in this location. Council received 432 submissions. To the question 'Do you support the sale of land at Bell Street to deliver a health and community services precinct?', 309 answered 'YES' (72%) and 123 answered 'NO' (28%).

Through Conversations Moreland, Council asked an additional question *"If Council retains ownership of the bluestone cottage, separate kitchen and immediate surrounding land and the Coburg Historical Society remains as custodian of the cottage would you support the sale of the remaining land for the purposes of creating a health and community services precinct?"* Of those who answered 'NO' to the first question, an additional 8 submitters changed their response to 'YES'.

Overall submission responses (including bluestone cottage question):



Sample of submitters responding 'YES':

"A new hospital will create new jobs and better health services for the area. My Nonna lives in Brunswick and has to travel into the city for medical appointments. Coburg will much more convenient as this is where she spends most of her time ie shopping and seeing friends."

Furthermore, mental health services during a pandemic time and moving forward will be required more”

Contribution ID 24260

While I'm not usually supportive of selling public land to private, for profit, entities - I think this project has merit as it will create jobs and hopefully improve what is a bit of a 'no man's land' part of Coburg. I hope that whatever is designed and built is sensitive to the heritage of the area and real care is taken about the design

Contribution ID 24895

With the explosion of development in Coburg, especially around Pentridge, this community space for health and wellbeing will be badly needed. Considering the needs of the community and demographics of residents, the mental health facility, new medical clinic, childcare will surely be welcomed by all Moreland residents

Contribution ID 24748

The sale will directly impact the community positively. New local well-planned health service private and public will be assets. Moreland residents won't have to travel far to have their needs met.

Contribution ID 25446

Sample of submitters responding 'NO':

Public land should remain in public hands. I would particularly like to support the Bluestone cottage retaining in public hands, and being used by the historical society. I have attended there with my children and it is a wonderful community resource

Contributor ID 25682

I believe the council should be capable of delivering all of the benefits including the construction and operation of the health facility without privatisation of public assets. Enough of Melbourne has been sold off already. Keep it in public hands and step-up to deliver better services regardless.

Contribution ID 25319

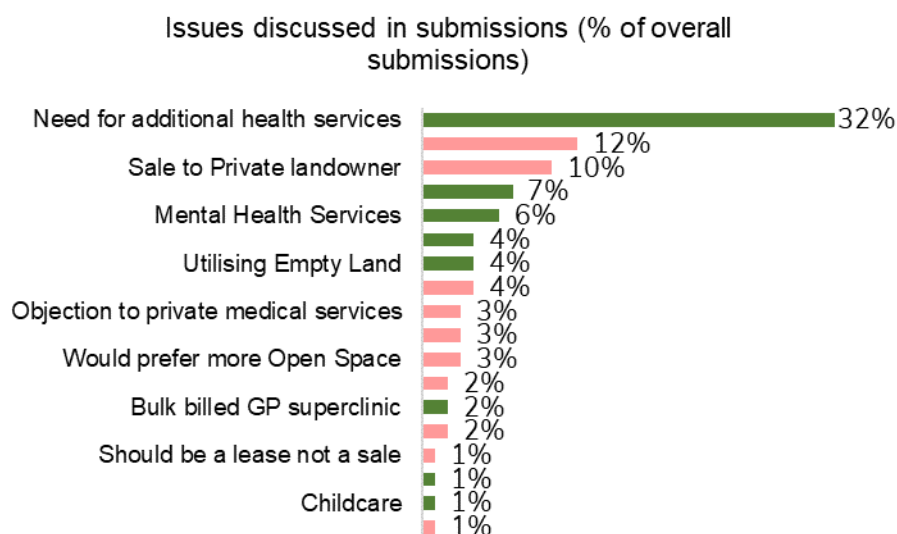
Hearing of Submissions

A hearing of submissions was conducted on 7 October 2021 from 6pm to 8pm. The following councillors attended:

- Cr Sue Bolton (Chair)
- Cr James Conlan
- Cr Mark Riley (first half)
- Cr Adam Pulford
- Cr Helen Pavlidis
- Cr Helen Davidson
- Cr Milad El-Halabi
- Cr Oscar Yildiz (first half)
- Cr Lambros Tapinos
- Cr Angelica Panopoulos

50 submitters requested to be heard at the time of their submission. An email was sent out requesting confirmation of attendance for those wishing to speak a few days prior to the hearing. 20 submitters confirmed their attendance, 3 didn't attend the event. On the evening, 17 submitters spoke.

Issues mentioned – all submissions (pink – negative issue, green – positive issue)



Officer Response to Issues Raised Across the Consultation

The two key issues raised by those opposing the proposal, were a desire to see the bluestone cottage remain in Council's ownership, and opposition to land currently in Council ownership being sold.

Issue	Percentage of submitters who raised this issue	Officer Response
Concern about the bluestone cottage	12%	Officer recommendation is that the proposed line of subdivision removes the bluestone cottage complex from the sale and retains it in Council ownership
Sale to a private landowner	10%	<p>Council bought the land from private landowners. The project involves a projected \$160 million of upfront investment, and complex partnership arrangements with health providers, which is not something that Council would be able to deliver on its own.</p> <p>The State Government has consistently advised Council that provision of a public hospital within Moreland cannot be supported, and they do not plan to build one. Therefore, Council must work with the private sector to be able to deliver this community benefit.</p> <p>The land has not been used for any municipal purpose since it was acquired (other than primarily staff car parking), and no other municipal need has been identified for this site.</p> <p>Council acquires far more land than it sells. Due to its many acquisitions, for example for the 'Park Close to Home' program, Council has over 10 hectares more land now than it did a decade ago.</p>

The following issues were raised by only a small number of submitters:

Issue	Percentage of submitters who raised this issue	Officer Response
Concerns about overdevelopment	4%	A number of planning controls exist on the site. Coburg Health Hub have stated their intention to work well within the limits set out in the planning scheme and are not planning a dense development.
Objection to private medical services	3%	<p>Whilst some private medical services are proposed to be delivered in the precinct, Coburg Health Hub have estimated that not for profit and community service uses would make up over half of the precinct, by floorspace.</p> <p>Proposed community health services include not-for-profit allied health services including NDIS services and not-for-profit residential aged care, as well as a bulk-billing GP clinic, childcare and consulting suites.</p>
Concern about the impact on traffic	3%	During the design stage, Coburg Health Hub would be required to undertake detailed traffic management plans to show how this would be managed effectively, as is the process with any large project.
Preference for provision of additional open space	3%	<p>Central Coburg is relatively well serviced for open space, with City Oval and Bridges Reserve directly opposite the site, providing both active and passive open space uses. Moreland has good data and analysis on open space gap areas, and this area is considered a lower priority area.</p> <p>The site would make a contribution to the Open Space Contributions Fund for use elsewhere and would include open spaces open to everyone.</p>
Concern about the future of Coburg Historical Society	2%	<p>The cottage is currently leased by Council to the Coburg Historical Society.</p> <p>The officer recommendation is that the proposed line of subdivision removes the bluestone cottage complex from the sale and retains it in Council ownership. This would enable Coburg Historical Society to stay on as tenants of the bluestone cottage.</p>
Concern about car parking	2%	<p>The site is mostly used by Council staff for both formal and informal parking, as well as a small number of public car parking spaces. Council would also require them to provide some of the staff car parking that would otherwise be lost.</p> <p>It is intended that any changes to car parking arrangements would prioritise community members using the Town Hall, and particularly those with mobility issues, to ensure they are not disadvantaged.</p>

Issue	Percentage of submitters who raised this issue	Officer Response
		Coburg Health Hub would be required to provide adequate public car parking on site for all new facilities they deliver.
There should be a lease not a sale	1%	Council's tender processes invited responses from bidders proposing either a sale or lease model. No respondents ever submitted a proposal for a lease model. The current proponents have confirmed the project would not be feasible for them under a lease model.
There are enough health services in the area	1%	<p>The site was designated for a health facility in response to a strategic assessment of local need which identified a gap in the quality and quantity of local health and community services and infrastructure. Moreland has a number of key health challenges. Both mental and physical health needs are expected to grow. The health precinct offers a chance to provide these services locally and as part of an integrated model.</p> <p>Analysis undertaken by Council in 2018 demonstrates there is need for these type of health services. Key considerations include:</p> <p>High population growth of people over the age of 50 in Moreland will drive demand in the aged care sector.</p> <p>There is growing demand in Coburg and Moreland for Primary/Allied Health facilities.</p> <p>There are significant annual shortfalls in current Medicare funding of healthcare services in the precinct's catchment area. This indicates an unmet need for local services.</p>
Can the land be used for something else instead, such as public housing?	<1%	<p>The process of considering an alternate use for this site would involve detailed strategic assessment, project planning, securing funding, securing partners to deliver, and statutory consultation. The investment of time and resource that such an undertaking would involve has not been figured in to the new Council Plan, and even once started would likely take years to complete.</p> <p>The size of this particular site and the fact it needs expensive works such as remediation and creation of new roads, would make it a highly challenging site for a use with no private sector investment.</p> <p>There are no known State Government priorities for new community infrastructure that align with this site. For example, new public housing is typically only built on State Government owned land. The current focus for funding affordable housing through community housing providers is</p>

Issue	Percentage of submitters who raised this issue	Officer Response
		regional Victoria, and future rounds are unlikely to be of sufficient scale to fund a project this large. There is demonstrated need and community support for a health precinct in Moreland, and this is the only site in Moreland that can accommodate a health precinct.

Analysis of Submissions

Reliability of data analysis

To ensure reliability, all submissions were coded independently by two researchers and then any divergence reviewed.

To ensure a rounded view, all issues raised were coded and counted irrespective of whether the submitter supported or opposed the sale of land. For example, some submitters said ‘yes’ to the sale of land but qualified this support with concern about car parking.

Methods

All the submissions were entered and stored into a Submissions Master List. Submissions made via Conversations Moreland were downloaded and entered directly into the Master List. Submissions made via reply paid envelope and email were saved and then manually entered into the Master List. Permissions in the Master List were limited to five staff working directly on the proposal for the privacy of the submitters.

Several submissions were duplicates, meaning the same submission made by the same submitter was submitted twice using multiple tools (e.g., Conversations Moreland and Email). In these instances, both submissions were recorded in the Submissions Master List, but they were only counted once in the analysis and overall count of submissions.

4 submissions were accepted after the official finish date of the consultation. 2 (both indicating support for the proposal) arrived over 2 weeks after the finish date and were not counted.

Data analysis

Issues analysis is a form of qualitative analysis to systematically identify issues within qualitative data (in this case open-ended written submissions). Issues were identified from submissions, and once a theme was identified at least three times, it was given its own category. Because many submissions contained multiple issues, each submission could be categorised multiple times if it fit into multiple categories. For example, a negative sentiment submission could be themed with “Concern related to parking” and “Does not support location/site” if both issues were present in the submission.

5. Officer Declaration of Conflict of Interest

Council officers involved in the preparation of this report have no conflict of interest in this matter.

6. Financial and Resources Implications

Details of the financial offer are contained within the updated Heads of Agreement attached to this report as **Attachment 4 (CONFIDENTIAL)**.

The costs associated with facilitating the community consultation and submissions process is covered through Council's Property and Place operational budget.

7. Implementation

If Council decides to proceed, the following are key steps to implement:

1-6 months

- Chief Executive Officer has delegated authority to finalise and sign the contract based on the terms
- Detailed Design: Coburg Health Hub undertake masterplan development and final negotiations with funder and tenants
- Council Meeting to consider and endorse final masterplan (Masterplan must be consistent with contract terms)

7-14 months

- Coburg Health Hub submits development proposal
- Council considers the development proposal at a Planning and Related Matters Committee
- Land transaction and payment, once all conditions precedent is in place (permit has been issued, Agreements for Lease with key tenants are in place, contract terms have been complied with, funding is in place)

15-60 months

- Precinct delivery (any non-compliance with terms dealt with through Default Notice)

Attachment/s

- | | | |
|---|--|----------------|
| 1 | Coburg Health Hub Proposal - PUBLIC - 28 June 2021 | D21/312151 |
| 2 | Coburg Health Hub Proposal - CONFIDENTIAL / COMMERCIAL IN CONFIDENCE - 28 June 2021 | D21/287274[v1] |
| | <i>Pursuant to section 3(1)(g(ii)) of the Local Government Act 2020 this attachment has been designated as confidential because it relates to private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.</i> | |
| 3 | EXECUTED Heads of Agreement - CONFIDENTIAL / COMMERCIAL IN CONFIDENCE -15 December 2020 | D20/524908 |
| | <i>Pursuant to section 3(1)(g(ii)) of the Local Government Act 2020 this attachment has been designated as confidential because it relates to private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.</i> | |
| 4 | AMENDED DRAFT Heads of Agreement – CONFIDENTIAL / COMMERCIAL IN CONFIDENCE - November 2021 | D21/453489 |
| | <i>Pursuant to section 3(1)(g(ii)) of the Local Government Act 2020 this attachment has been designated as confidential because it relates to private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.</i> | |



Historically, Moreland residents have had to travel to Melbourne to seek specialist care in world class facilities. With the proposed Moreland Health Precinct development on Bell Street Coburg, this will no longer be the case.

Our goal is to not only provide contemporary health spaces, but to create a campus style health hub that reflects Moreland's culture and diversity, as well as its health needs.

Coburg Health Hub, the team behind the proposed Moreland Health Precinct, will create a healthcare facility that delivers healing, connectivity, and inclusiveness in equal measure.

The site itself is a fusion of texture, sustainability, technology, cutting-edge healthcare, and patient-centred wellness.



Coburg Health Hub Pty Ltd (CHH) welcomes the opportunity to formalise its proposal to acquire and develop the Moreland Health Precinct.

Being highly accessible by all forms of transport and situated in a corridor which is demographically diverse and experiencing significant population growth, CHH believe this precinct will thrive as a health services destination. Upon completion, this precinct will also compliment the greater Coburg Activity Centre, in keeping with Council's vision for a thriving, innovative, connected, and inclusive community.

VISION

Providing considerable community benefit, our proposal will ensure Moreland residents and surrounding communities, of all socio-economic and cultural backgrounds, have access to personalised, professional, quality health care across a wide range of medical and allied health services.

Purpose built, this precinct will provide Moreland with quality care in modern, inclusive and sustainable surroundings. Given the scale of the development, the project will also provide the added benefit of stimulating the local economy and supporting local employment.

LOCATION

Prominently located at 68-90 Bell Street and 29-31 Urquhart Street, and adjacent the Moreland City Council offices, the site forms part of the 'Coburg Initiative' urban renewal program.

Zoned Activity Centre Zone (ACZ), the site is designated for medical services and healthcare development.





PROJECT OVERVIEW

The proposed **Moreland Health Precinct** will deliver a critical uplift in the range and capacity of health services in Melbourne's north-western corridor, where demand for services is expected to more than double over the next 20 years. The development will ensure that the people of Melbourne's north-west have greater access to quality care closer to home. The Project presents an opportunity for the delivery of class leading health care to the greater community.

The Project will be a catalyst for change, supporting the development of a broader strategic initiative bringing together a mix of high-quality health care and related services, and is designed to respond to the needs of a diverse community. The master planned project will create a model of integrated care, with a range of providers and services operating across the site.

Zoned specifically for healthcare, the total development area of the precinct is in excess of 15,000sqm and can accommodate a staged development incorporating:

- **Short Stay Private Hospital/s**
Two boutique private hospitals consisting of a Short Stay Hospital specialising in acute patient care as well as a Mental Health Hospital providing in patient care and day programs.
- **Community Health Services**
Primary health care and community health services, including GP's, radiology, pathology, pharmacy, dentistry, mental health, and aged care support.
- **Early Learning/Child Care**
Circa 100-120 place child care and early learning centre.
- **Aged Care / Transitional Care**
Contemporary residential Aged Care Facility, together with Assisted Living Units and transitional care, operated by a well respected not-for-profit organisation.
- **Consulting Suites/ Education /Commercial Offices**
Medical consulting suites, education facilities and health care corporate offices in an iconic multi level building on the corner of Bell Street and Pentridge Boulevard.
- **Public Space**
An engaging, safe, and sustainable landscaped public realm, providing enhanced connectivity across all uses within the precinct and encouraging visitation from beyond. The proposed development will provide a positive contribution to the social environment.
- **Sustainability**
CHH undertakes to utilise best practices in sustainability to manage environmental impact. The design and built form intent will be to achieve a balance between the requirements of operating a medical services precinct and a response to the current climate emergency.
- **Heritage**
Acknowledging the history of the site, it is proposed the bluestone cottage will be respectfully restored and integrated into the development, in consultation with Heritage Victoria and the Coburg Historical Society.



The proposed medical and health care services will be interconnected at podium level and will have dedicated basement/undercroft car parking. The development will accommodate strong pedestrian and public transport links, making the facilities highly accessible to the broader community.

The development will also accommodate and integrate Councils staff car park requirement.





PROJECT OBJECTIVES

The master planned precinct will thrive as a health services destination. Upon completion, the development will also compliment and support the revitalisation of the Coburg Activity Centre.

The primary objectives of the precinct are:

- To engage with the Moreland Community and instil a sense of ownership and pride not only in the inclusion and provision of community services but in ensuring its access to long term health services.
- The precinct will provide a central location for the community to have access to diverse health services within a sustainable environment which remains connected in history and sense of space with their own community.
- Providing a series of health and wellbeing services together in the one location to ensure patient-centred care, which will translate to improved patient experience and outcomes.
- Improving access to health services for residents within the north-west by providing convenient care that is located closer to home;
- Meet the current and future health needs of the local community by providing clinical services that value-add to the current health infrastructure.
- Improving access to medical services for regional and remote travellers;
- Provides flexible development solutions which will allow for expansion of the hospital over the medium to long term to meet future demand;
- Training of future generations of healthcare practitioners who will deliver patient-centred models for care within an interdisciplinary model;
- The aged care and assisted living facility will improve the quality of life for residents as they transition through various levels of care;
- Ensuring a sustainable workforce and creating work opportunities for the local community.
- Economic indicators suggest that the project will generate \$300 million in value to the Moreland community through direct, indirect and induced impacts.
- Create more than 1,000 jobs during development and operation, including ongoing local employment opportunities in aged care, healthcare, research, retail and hospitality sectors.
- We acknowledge the value of the bluestone cottage to the City of Moreland and its community and will ensure its integration into the overall masterplan in conjunction with Heritage Victoria and our advisors, secures and retains its pride of place in this location.
- It is our intention that the cottage be refurbished and retained to ensure its benefit to the community remains.
- As part of this process, we will be seeking to actively engage and inform the community of the ongoing nature of the design and development of the precinct.

STRATEGIC PRINCIPLES



ICONIC

- Celebrate the prominence of the site and location on major metropolitan transport corridors to create a landmark for Coburg.
- Create a strong “sense of place” through distinct, high quality architecture and public realm.
- Utilise the topography of the site to create and interesting and site responsive design.
- Celebrate local valued landmarks such as the heritage cottage

VIBRANT

- Create a true mixed-use health and wellbeing community through a diversity of curated and co-located land uses including mental health, aged care, primary care, childcare, education, retail, and community uses.
- Create a 24hour economy and a place that is active both day and night with vibrant and safe public spaces.
- Create a health and wellbeing environment that welcomes patients, workers, visitors, and aged care residents at all times.

HEALTHY

- Create a healthy community that promotes health and wellbeing of patients, workers visitors and aged care residents.
- Provide a series of precinct-based walking, play areas and cycling paths that encourage exercise and active transport modes.
- Provide a high-quality public realm that provides opportunity for social interaction.



CONNECTED

- Provide a series of pedestrian and cycle connections with way finding that helps link surrounding destinations.
- Provide convenient access for vehicles and emergency service vehicles without compromising pedestrian and cycle movement.
- Future proof the precinct to adapt to changes in public transit and mobility services as they evolve.

SMART

- Provide a “systems thinking” approach integrating urban design and strategic thinking.
- Foster strategic partnerships to enable innovative outcomes.
- Create a place that is flexible to respond to health services changes over time.
- Embed a deliverability and stage-ability to the precinct.

SUSTAINABLE

- Create a healthy place that reduces environmental impacts through efficient use of water, energy, materials, and waste.
- Ensure buildings are designed to be low-carbon and energy efficient.
- Integrate biophilic design for the health and wellbeing of visitors, workers, care residents and the community.
- Ensure resilience for current and future climatic conditions.

BIOPHILIC DESIGN

Biophilia itself is the inherent human inclination to connect, and have an affiliation, with nature.

Biophilic design is an extension to this and can be defined as the incorporation of natural materials, natural light, nature views, vegetation, and other experiences from the natural environment into the built environment.

Biophilic design also results in environments that soothe, comfort, calm and orientate, making it extremely beneficial to healthcare environments specialising in behavioural health.

There are many ways to implement the design concept of biophilia into healthcare design, including the six basic principles of biophilic design: environmental features, natural shapes and forms, natural patterns and processes, light and space, place-based relationships, and evolved human-nature relationships.

Research supports that when patient rooms have views of nature, postoperative stays are generally shorter, less pain medication is dispensed, and overall condition improves. Evidence shows that representational images of natural features such as landscapes, gardens, and waterscapes can reduce stress and improve results.

The benefits of biophilic design for health precincts include:

- Faster patient recovery.
- Decreased dependency on medication.
- Reduced staff and family stress.
- Cost savings compounded over time.



ENVIRONMENTALLY SUSTAINABLE DESIGN (ESD)

The healthcare system today is under unprecedented pressure with the COVID-19 pandemic, the growing demand for health services, and the impact of climate change is driving the sector to turn to more sustainable design solutions to reduce operational costs and generate better health and well-being outcomes for patients.

Like Biophilia, enhancing environmental sustainability, through reducing carbon emissions, curtailing waste, and managing resources efficiently, will deliver better outcomes for patients and provide broader social and economic benefits.

The Green Building Council of Australia recognises that higher health and productivity leads to faster patient recovery times, increased employee satisfaction and lower staff turnover, as well as lower ongoing energy costs.

For this precinct, sustainability objectives include a reduction in operational energy consumption and carbon emissions, the precinct will include:

- Enhanced building orientation and optimised façades for natural light and sun shading
- Reduced use of artificial lighting and mechanical air conditioning.
- Increased external planting for shading.
- Optimised building services operation for better efficiency.
- The development of predictive maintenance models to reduce operational costs and emissions from existing buildings.

By designing buildings that optimise access to daylight, winter sun, and beautiful landscaping, we are aiming to achieve consumption of up to 20 per cent less energy than an equivalent non ESD facility. Solar hot water and thermal energy storage systems, energy metering and energy-efficient lighting will all be incorporated. Rainwater will be harvested from roof areas, with as much as 90 per cent of all water harvested proposed to be re-used.



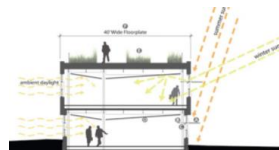
Image taken from Green Building Council Australia

BUILT FORM RATIONALE



LANDMARK CORNERS

Create a signature built form that bookends the activity centre zone. Frame important corners for wayfinding and visual legibility by locating the highest building form at key corners and entry points. This will include the important corner of the two major roads at Bell Street and Pentridge Boulevard.



SOLAR ACCESS

Provide excellent solar access to the key public open spaces in order to encourage year round connection between internal building uses and adjoining public spaces within the precinct. This will create a series of spaces that support a range of activities and uses, formal and informal that underpin the life of the precinct.



TRANSITIONING DOWN

Create a transition in building heights, from the taller built form, and tier down to lower built forms that are consistent with the scale and character of the neighbourhood. The scale of the built form will be appropriate for a specialised urban Health Precinct, with good visibility of the new health services at each street frontage. It will also incorporate an appropriate design response to the interface of the heritage cottage.



HUMAN SCALE

Ensure that the built form is designed at a comfortable human scale that integrates with the public realm environment and creates a positive and quality human experience. This includes the provision of carefully considered set backs to encourage ground floor uses to engage with the street and building users to spill out into the public spaces throughout the precinct. Considered articulation and built form massing will ensure the buildings contribute positively to a high quality environment.

PROJECT PROGRAMME



Early: 1 – 6 months

- Finalise and confirm arrangement with Stage 1 operators
- Prepare and submit Planning Permit Application



Short Term: 7 – 12 months

- Preliminary commitment with Stage 2 operators
- Design Documentation Stage 1 construction



Medium Term: 15 – 20 months

- Commence construction of Stage 1



Long Term: 21 – 60 months

- Complete construction of Stage 1
- Confirm arrangement for Stage 2 operators
- Documentation and construction of Stage 2



ECONOMIC BENEFIT

CHH and its funding partners will invest an estimated \$160m in total development costs to deliver the Moreland Health & Wellbeing precinct, which in turn, will provide long term financial benefits to Moreland, and in particular the local Coburg economy

EMPLOYMENT BENEFITS

During construction the project is expected to create approximately 350 jobs across all facets of the industry.

Throughout the development phases and upon completion, the precinct will provide a significant number as well as a diverse range of employment opportunities (outside of construction jobs), indicative employment benefits are highlighted below:

Provider	Estimated Jobs	Job Types
Mental Health Facility	75 FTE	Medical, hospitality, management & admin
Early Learning	25 FTE	Educators, management & admin
Allied Medical Clinic	50 FTE	Medical specialist, management & admin
Short Stay Hospital	185 FTE	
Residential Aged Care / Transitional Care/ Retirement Living	110 FTE	Medical, management, carers, hospitality & admin
Community Health Services	80 FTE	Medical, management, carers, hospitality & admin
Consulting Suite	20 FTE	Medical specialist, management & admin
Corporate Office	30 FTE	Office Admin, Management
Retail / Ancillary	25 FTE	Management, hospitality

On completion, the precinct will accommodate over 600 workers from medical practitioners, through to nursing, administration, retail, and unskilled support functions.

The economic benefit to Moreland will be significant, contributing to the vibrant and diverse Coburg landscape.