

Infrastructure Services

St Johns Park Health and Wellbeing Precinct Draft Masterplan

Stakeholder and Community Engagement Summary

Introduction

This report provides a summary of the stakeholder and community engagement activities completed as part of the release of the St Johns Park Health and Wellbeing Precinct Draft Masterplan (the Draft Masterplan).

Engagement activities on the Draft Masterplan were undertaken during a four-week period from Monday 28 August to Sunday 24 September 2023. They included:

- Two online staff briefings
- Online feedback survey
- Eight 1:1 stakeholder consultation sessions
- One group stakeholder consultation session
- Two community drop-in sessions
- Providing an opportunity for feedback and queries via an email address and phone number.

Project background

The Royal Hobart Hospital (RHH) Masterplan 2020-50 articulated the need for a second campus to provide a range of services including mental health and subacute care. Initially the Repatriation Hospital was identified as the second campus, however following additional planning St Johns Park was recognised as a more appropriate option given its greater opportunity for future development and expansion.

Building at this site also allows the ability to commence construction while maintaining clinical functionality at both the RHH and the Repatriation Hospital sites.

In May 2023, as the first step in the masterplanning process, a St Johns Park Health and Wellbeing Precinct Draft Masterplan was released that looks at the development opportunities on the site. The Draft Masterplan proposes the establishment of the Health and Wellbeing Precinct at St Johns Park to provide high quality, contemporary mental health, subacute and community-based services in new purpose-built and refurbished facilities across the site.

The 2022-23 State Budget committed \$2 million to continue development of the Masterplan and commence initial planning. This is in addition to the funding provided to deliver a new Mental Health Short Stay and Tasmanian Eating Disorders Clinic at St Johns Park. This project is Stage 1 of the Masterplan and is due for completion in 2025.

Project benefits

The Masterplan will provide a 20-year blueprint for the heritage-sensitive revitalisation of the historic St Johns Park site into a contemporary Health and Wellbeing Precinct. The Precinct will

to meet future demand in Southern Tasmania. The Precinct will provide mental health, sub-acute, and community-based health services to meet future demand in Southern Tasmania.

The Masterplan will also detail how the built and cultural heritage of the site can be preserved and how open space amenity and public access can be upgraded. It will include landscaping and traffic management designs, as well as new wayfinding and interpretive signage.

St Johns Park masterplanning

Phase 1

The masterplanning process is being undertaken over two phases. The Phase 1 Masterplan included the following.

- A high-level investigation and assessment of St Johns Park, with consideration of site constraints such as heritage and cultural sensitivities and capacity of service infrastructure.
- Whole-of-site proposed designs showing opportunity for expansion and suggestions for landscaping and public recreation.
- Assessment of current on-site traffic management and suggestions for improved traffic flow including carparking.
- Options for integration and connection of health services across Southern Tasmania and exploration of opportunities for future expansion.

The Phase 1 Masterplan focused on site and building condition assessments, and detailed review and consideration of site constraints, including from a heritage perspective. Accordingly, engagement for this phase was based on the 'inform' column of the IAP2 Spectrum.

The engagement process for Phase 1 involved stakeholder communications about scheduled consultant site visits and the purpose of the visits to stakeholders who were directly affected by the site visits.

In May 2023 a St Johns Park Health and Wellbeing Precinct Draft Masterplan was released, looking at the development opportunities on the site.

Phase 2

Phase 2 of the masterplanning process commenced with the opening of stakeholder and community engagement on the Draft Masterplan in August 2023.

The feedback received on the Draft Masterplan during that engagement period will be considered in the next part of masterplanning for the St Johns Park Health and Wellbeing Precinct. Further engagement opportunities will be provided before the release of the Final Masterplan.

During this phase we will look at issues such as the condition of buildings; the relationship of buildings, spaces and services to one another; whether consolidating services could improve efficiency and patient outcomes; access to and from the facilities; and potential improvements in the use of land and buildings.

The masterplanning will also consider how the built and cultural heritage of the site can be preserved and how open space amenity and public access can be upgraded. It will include landscaping and traffic management designs, as well as new wayfinding and interpretive signage.

The Masterplan will be developed around five key principles:

- consumer centred
- functional and connected
- flexible and sustainable
- deliverable
- optimises use of total health system resources.

The following timeline outlines the key parts of Phase 2 of the development of the Masterplan for St Johns Park Health and Wellbeing Precinct.



The masterplanning process is not the end of engagement with the community and stakeholders. Implementing the vision requires careful planning and design, and the Department will re-engage with key stakeholders and the community throughout the planning, design and delivery processes as appropriate.

Engagement objectives

The purpose of engaging with stakeholders and the community during this Phase 2 of the St Johns Park Masterplan was as follows.

- Raise awareness among key stakeholders and the community about the St Johns Park Masterplan and the opportunities they have to contribute to its development.
- Raise community awareness and enhance community confidence in the planning and delivery of mental health and sub-acute service infrastructure while clearly articulating the difference between infrastructure planning and clinical service planning.
- Share information with stakeholders and the community about the St Johns Park masterplanning process, including the importance of preserving the significant cultural and built heritage values of the site, and the provision of green and open spaces to enhance and promote well-being, in order for them to be able to give informed feedback into its development.
- Provide opportunities for stakeholders and the community to engage on the Masterplan and provide constructive feedback.
- Engage with directly affected stakeholders on the elements within the Masterplan to understand their needs, values and priorities and refine relevant Masterplan content.
- Report stakeholder and community feedback to support informed decision-making and guide development of the Masterplan.
- Inform stakeholders and the community about how their input contributed to the Masterplan.

Consultation summary

A variety of communication and engagement methods were applied during this Phase 2 of the Masterplan.

Communication methods

The following communication methods were used to ensure, where possible, stakeholders and the community were made aware of the project and provided with a variety of opportunities to provide feedback. The communication methods used are outlined below.

Internal communication with Department of Health staff to provide:

- project information and an overview of the engagement process
- an invitation to online staff briefings to provide feedback on the Draft Masterplan
- an opportunity to ask questions.

Department of Health Website, 'Priority Projects' page was used as the main source of information and updates to provide:

- project information and an overview of the engagement process
- an invitation to community drop-in sessions
- an opportunity to provide feedback via an online survey
- an opportunity to register for project updates
- details about how to seek further information from the project team.

Animated video of the Draft Masterplan, including voiceover and subtitles to ensure accessibility, to support the release of the Masterplan. The video included animated artist's impression 3D flythroughs of the site to provide an overview of the Draft Masterplan and a call to action to visit the Department of Health website to find out more.

Email invitations sent to key stakeholders including government and non-government tenants of St Johns Park site to provide:

- project information and an overview of the engagement process
- details about where to find further information on the Department of Health website
- an invitation to participate in a stakeholder consultation session
- details about how to seek further information from the project team.

Print advertising in two editions of *The Mercury* newspaper to provide readers with:

- project information and an overview of the engagement process
- information about community drop-in sessions including dates, times and location
- details about where to find further information on the Department of Health website
- details about how to seek further information from the project team.

Letterbox flyer delivered to properties directly surrounding St Johns Park to provide:

- project information and an overview of the engagement process
- an invitation to the community drop-in sessions including dates, times and location
- QR code to complete the online feedback survey
- details about where to find further information on the Department of Health website
- details about how to seek further information from the project team.

Social media (Facebook and Instagram) was used to promote engagement activities to broader stakeholder groups and the general community to provide:

- project information and an overview of the engagement process
- information about the community drop-in sessions including dates, times and location
- a link to further information on the Department of Health website
- an opportunity to have their say via an online feedback survey.

Engagement methods

The following engagement methods were used during Phase 2 of the Masterplan.

Online staff briefings

Participants were informed of the briefings on 29 August 2023 via an internal news article, two weeks before the sessions on 12 and 14 September 2023. The briefing sessions were offered on different days and held online via Microsoft Teams to maximise the number of attendees.

This engagement process was conducted at the *Consult* level of the IAP2 participation spectrum.

The briefings allowed staff to meet with some of the Project Team and receive an overview of the project, including the animated video. The intent was to capture initial feedback about the site from staff and offer a Q&A session to allow staff to ask questions and receive answers where possible. Details on how to provide feedback and find further information was also provided.

The briefings were delivered by the Department with RPS supporting.

Department of Health website 'Priority Projects' page

The Department of Health features several projects on a 'Priority Projects' webpage, with the St Johns Park Draft Masterplan being the latest. The page is the 'go to' place for information on the Draft Masterplan and during the engagement period included a downloadable PDF document of the Draft Masterplan, a link to an animation video about the project, a link to the online feedback survey and key contact information.

Social media

The Department of Health Facebook page was used to raise awareness and promote opportunities to participate in community engagement. Across the one-month campaign period, four Facebook posts were published and boosted to increase reach (including Instagram posts). Content included information about the Draft Masterplan, the animated video, a link to the online survey and details of the community drop-in sessions. The posts were geo-targeted to Southern Tasmania, then Greater Hobart and in the later periods of the campaign, the immediate areas around St Johns Park.

Throughout the engagement period the campaign reached a total of 105,468 people at least once (post reach, estimated) and 28,641 people engaged with the content (post engagement, for example video views, likes, reactions).

Online feedback survey

The survey asked 10 questions about the St Johns Park site, including about public site access and open spaces and the heritage of the site. Respondents were offered the opportunity to register interest in being kept informed about the Draft Masterplan and provide an email address for future communication.

Stakeholder consultation sessions

Onsite consultation sessions provided representatives of the site's tenants with an overview of the Draft Masterplan and engagement process along with the opportunity to ask questions. In turn, participants were asked a variety of questions about certain aspects of the Draft Masterplan including public site access and open spaces, heritage of the site, urban design and landscaping.

Depending on their preference and availability, the sessions were delivered either onsite at stakeholders' offices, in a meeting room at the Carruthers Building at St Johns Park or online.

Eight individual consultation sessions and one group consultation session were conducted. Six were delivered face-to-face, the remaining were managed online. One stakeholder provided written feedback.

This engagement process was conducted at the *Consult* level of the IAP2 participation spectrum.

All sessions were independently facilitated by RPS.

Community drop-in sessions

Two community drop-in sessions were held at the Pat Murnane Memorial Hall, 188 Lenah Valley Road, Lenah Valley. The sessions were held on different days and at different times to allow the community to visit and have their say:

- Thursday, 21 September 2023, 3:30pm to 6:30pm
- Saturday, 23 September 2023, 10:30am to 1:30pm.

The community drop-in sessions provided an overview of the Draft Masterplan across eight full colour display boards; copies of the Draft Masterplan; letterbox flyer and a variety of methods to give feedback - QR code and link to the online feedback survey as well as post-it notes to provide written responses.

Attendees were also given the opportunity to register their interest in being kept informed by providing their email address.

This engagement process was independently facilitated by RPS.

Engagement outcomes

The section below provides an outline of the participant profiles for each engagement activity, key feedback themes collected and how they engaged in the process.

Participant profiles

Online staff briefings

A total of 77 Department of Health staff took part in the two online staff briefings (47 from the first session and 30 from the second session).

Website

Data from the webpage shows that the:

- online feedback survey link was clicked through 55 times
- animation video link was clicked 141 times and watched 353 times
- Draft Masterplan was downloaded 297 times.

Online feedback survey

Over the four-week engagement period, 104 responses were received. Along with online feedback survey link being clicked 55 times, the QR code from the letterbox flyer was also used to access the survey.

Of the 104 respondents to the survey, 44% had visited St Johns Park within the past week and a further 34% within the past six months.

Respondents identified their primary reason for visiting St Johns Park as work (42%), recreational purposes (23%) or to visit or view heritage (10%).

On average, the survey took six minutes and 36 seconds to complete.

Stakeholder consultation sessions

Twelve government and non-government tenant organisations took part in the stakeholder consultation sessions.

A total of 20 representatives participated in the sessions.

Government tenants

- Analytical Services, Department of Natural Resources and Environment Tasmania
- Autism Tasmania, Department for Education, Children and Young People
- Child Safety Services, Department for Education, Children and Young People
- Forensic Science Service Tasmania, Department of Police, Fire and Emergency Services
- Youth Justice Services, Department for Education, Children and Young People

Non-government tenants/stakeholders

- Baptistcare
- Friends of the Orphan School
- Kickstart Arts
- Ostomy Tasmania

- Southern Cross Care (TAS)
- St Johns Park Bowls Club
- St Johns Park Parish Church.

Community drop-in sessions

A total of 11 participants attended the community drop-in sessions across the two days.

Written submissions

Six written submissions were received from the following organisations and published on the project webpage.

- Australian Medical Association (AMA).
- Bicycle Network.
- City of Hobart.
- Drill Performance Company.
- Friends of the Orphan School.
- Tasmanian Active Living Coalition.

One submission was received from an individual and published on the project webpage.

Email and phone number

A further 13 general enquiries were made via the email address during the engagement period. One phone call was received to the project's 1800 number.

Engagement by method of interaction

Feedback was sought on key aspects of the Draft Masterplan from stakeholders and the community through a variety of engagement activities. A total of 233 individuals provided feedback during the engagement period using six available methods of interaction, as detailed below:

- Written submissions – 6
- Email enquiries – 13
- Online feedback survey – 104
- Community drop-in sessions – 11
- Stakeholder consultations – 20
- Staff online briefings – 77
- 1800 phone number – 1

Key themes

Several aspects of the Draft Masterplan were identified for feedback from stakeholders and the community. These included public site access and open spaces, heritage of the site, urban design and landscaping. Overall, these topics strongly aligned with stakeholders and community interests, what they valued about the current site and what was important to them in the masterplanning process. However,

there was some variation in the topics and levels of interest or concern expressed by different stakeholder groups.

Additional topics of interest also emerged from the stakeholder and community feedback. The summarised feedback and key themes along with notable quotes, highlighted in blue italics, are outlined in the below.

Car parking

Feedback about the availability of car parking on the site highlighted its importance to those who regularly use the site. It is a key issue and topic of importance across all stakeholder groups and the community. Key concerns raised were a lack of car parking for many of the existing organisations on the site, as well as access to adequate parking for consumers, visitors and staff on the site.

Stakeholder feedback included requests for different types of car parking, for example, long-term and short-term car parks according to client or patient's length of stay at any new facilities. Further requests were made for the provision of suitable, safe and well-lit parking staff of the current, and any future, facilities who need to access their vehicles after dark. The demand for parking for community events held on the site was also noted.

In relation to the design and development of the Masterplan, online survey respondents placed a high level of importance on the availability of parking on the site being considered.

Heritage and history

All stakeholders expressed some level of interest in the heritage and history of St Johns Park. Some were extremely passionate and concerned about preserving the existing heritage of the site, while others generally understood the importance and complexity of the site in terms of cultural and built history. Online survey feedback showed that built heritage was the third highest valued aspect of the current St Johns Park site. Many noted that the cultural and built history of the site needs to be acknowledged in some way.

Online survey respondents placed a high level of importance on design and development of the Masterplan, and on the need for new additions to the site to be sympathetic to heritage values and the preservation of the historic and cultural value of any repurposed heritage buildings.

Specific feedback about heritage preservation for particular buildings on the St Johns Park site was also provided. For example, some stakeholders and community respondents indicated a desire to ensure that the Wingfield building, which is currently identified to be partially demolished, be preserved. However, some stakeholders who currently work in the building shared that the building's age limits its use as a suitable workplace. Feedback was also provided by stakeholders about the Masterplan's consideration of unifying the heritage of the site with the practicalities of a modern working environment.

Overall, feedback demonstrated a strong connection for many stakeholders and the community to the history of the site. It was commonly noted that although there is trauma associated with the history of St Johns Park, it is important that the masterplanning process consider the sensitive preservation and acknowledgement of all aspects of the site's history.

Masterplan process and timings

Overall, there was a general interest from stakeholders and the community in the masterplanning process, the stages and timings. Specific queries about the masterplanning process primarily involved Department of Health staff seeking confirmation of when services would move in and out of the St Johns

Park site. Stakeholders also sought clarification about how to provide feedback and how best to keep their staff up to date on the key phases of the process.

St Johns Park tenants – and particularly those currently occupying buildings shown on the Draft Masterplan to be impacted – expressed concern about potential changes to their tenancies. Many expressed a desire to understand when the four key development stages will occur, so they can plan for the change.

A total of 65 people who completed the online survey, or 63% of respondents, indicated they would like to be kept informed about the Draft Masterplan and provided their email address to receive future communications.

Open/green spaces and landscaping

The current open and green spaces at St Johns Park were highly valued across all stakeholder and community groups, including respondents to the online feedback survey.

With respect to the importance of certain considerations for the design and development of the Masterplan, online survey respondents placed the highest level of importance on ‘gardens and green space for community use’. Online survey feedback indicated that creating open spaces for outdoor activities and community use is the most important consideration in urban design and landscaping of the site, followed by the development of quiet places to enjoy. The importance of careful landscape planning for the open and green spaces was also commonly noted by stakeholders.

Stakeholders welcomed further opportunities through the Masterplan process to improve the open and green spaces of the St Johns Park site (excluding the burial grounds) for community enjoyment and worker respite.

Specific suggestions on how these spaces could be developed, particularly from current workers at St Johns Park, including providing places to sit (for example, benches), shade sails, quiet areas and a children’s playground for visiting families.

One stakeholder shared feedback about the importance of the large open space where a burial ground is located and its significant value to the heritage of the site. Specific feedback about the importance of recognising and protecting the burial ground area, because of its important historic and heritage value, was also provided.

Feedback demonstrated a strong interest from some stakeholders and community members in the preservation of the heritage listed trees on the St Johns Park site, and the consideration of significant vegetation in any landscaping plan as part of the masterplanning process.

Public transport

Overall, there was consistent feedback about the need to improve public transport to the site, and the importance of considering public transport within the masterplanning process. Some stakeholders shared feedback about the value of previous public transport connections to, and through, the site. Noting that many of the services proposed at St Johns Park are for older persons, concerns were raised by stakeholders regarding how older people, who may not have access to a car, will access the new Precinct given limited public transport availability at the site.

Services

Overall, stakeholders responded positively to the services being proposed as part of the St Johns Park Health and Wellbeing Precinct Draft Masterplan. Feedback from both stakeholders and the community on the location of services within two proposed zones – mental health and sub-acute care – indicated that they perceived value of this approach overall.

Some questions were raised about which services will be offered across the zones, in particular from Department of Health staff, and also from community members.

Feedback about locating services across the site to respect the heritage values of the site was also received, and the importance of service location being informed by the Conservation Management Plan (1996) was also noted. The need to consider the location of services near to existing community arts and community activities and the potential for noise to impact these facilities was also raised by stakeholders.

Site improvements

Stakeholders and the community consistently demonstrated an appreciation of the need to improve the St Johns Park site and welcomed the masterplanning process to address this need. Overall, feedback regarding improvements to the site was positive and future developments welcomed, especially as they relate to health care. The need to improve infrastructure, pathways, roads and traffic management across the site was specifically noted. Feedback regarding site improvements is outlined below.

Access and accessibility

Overall, feedback demonstrated the importance of better access across the site for both the public and those working on the site. Specific concerns related to service vehicle access, that some pathways on the site are redundant, narrow and poorly lit, and that signage around the site requires review and improvement.

One existing tenant noted that the proposed building improvements within the Draft Masterplan create an opportunity to increase and improve accessible infrastructure within some buildings on the St Johns Park site (for example by including accessible toilets and lifts).

Infrastructure

As mentioned in 'Heritage and history', many of the site's historical buildings were identified by stakeholders and the community as requiring attention or upgrades. Current infrastructure in many of the buildings was consistently identified as poor. Overall, the feedback demonstrated support for removing some of the buildings identified within the Draft Masterplan, and this was connected with feedback about the opportunity to positively redevelop the site into a contemporary and purposeful Precinct.

Onsite services

Department of Health staff noted a lack of food outlets at St Johns Park. Staff noted that development would likely increase the number of people using, visiting and working on the site, and suggested that onsite food services be considered as part of the masterplanning process.

Traffic management

Feedback from across stakeholders and the community included concerns about traffic and traffic management on the St Johns Park site and noted that these issues would likely worsen as visitors and workers to the site increased. Participants noted the need to improve traffic flow through the site with a considered traffic management plan and improve access to the site from connecting local roads.

Several concerns around the potential impacts from an increase in traffic on Creek Road were also noted. In relation to the design and development of the Masterplan, online survey respondents indicated that the management of traffic through the site was of high importance.

Security and safety

Safety concerns on the site, including current speed limits, and recent reports of break-ins to buildings and cars parked at the site were raised.

The lack of adequate lighting was raised a safety concern by many onsite stakeholders. Several onsite staff who are required to work later into the evening raised safety as a concern, particularly regarding walking to their car in the dark.

Conclusion and next steps

Overall, stakeholders and the community across all engagement activities were positive about the development of St Johns Park site into a Health and Wellbeing Precinct.

Feedback demonstrated that stakeholders and the community value the site's cultural and built heritage, open and green spaces (including for community use) and availability of car parking.

Topics of significance and importance included ensuring the cultural and built heritage of the site is preserved and acknowledged; car parking and traffic management; landscaping; and opportunities to improve current infrastructure and the site as a whole.

All feedback provided on the Draft Masterplan will be considered in the next phase of masterplanning for the St Johns Park site.

During this process, key issues such as the condition of buildings; the relationship of buildings, spaces and services to one another; opportunities to consolidate services to improve efficiency and patient outcomes; access to and from the facilities; and potential improvements in the use of land and buildings will be considered.

The Masterplan will also detail how the built and cultural heritage of the site can be preserved and how open space amenity and public access can be upgraded. It will include landscaping and traffic management designs, as well as new wayfinding and interpretive signage.

Further engagement opportunities will be provided prior to the release of the Final Masterplan.

The Final Masterplan will consider feedback from the community and stakeholders when it is released.



Department of **Health**

GPO Box 125

Hobart TAS 7001

1300 135 513

www.health.tas.gov.au