

CASE STUDY

ROYAL CHILDREN'S HOSPITAL, PARKVILLE

This project was delivered under a PPP procurement model. In this model, the architectural team's client was the contractor, Bovis Lend Lease. The Children's Health Partnership was the winning consortium that included international public partnerships as equity holders, Bovis Lend Lease as builder, Spotless Group as facilities manager and architects Billard Leece, Bates Smart and HKS (US).

The Royal Children's Hospital is broadly a two-stage project. The 1st stage (greenfield component) includes the construction of the new hospital and was completed in November 2011. The 2nd stage involves demolition of much of the old hospital, construction of additional commercial elements, and the reinstatement of most of the former site as parkland. The following section relates primarily to the 1st stage.

The design and procurement processes were staged and aligned to ensure effective consultation and agreement prior to construction of each major package. User groups were assembled for some 80 departments (to resolve primarily functional issues), and reference groups established for whole of facility issues such as logistics and ITC. Design and procurement teams were also assembled for development of the façade and public places, interior design and base building documentation. Upon award of the contract, the construction team immediately took possession of the site to commence construction of the basements and north building packages.



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KEY INITIATIVES ADOPTED TO PROTECT THE DESIGN QUALITY

- » The involvement of state's advisers/peer review and the OVGA.
- » The preparation of design strategies up front, which could be fully scoped and measured and included in the capital cost.
- » The preparation of concept sketches and renderings for interiors, which illustrated the design intent and quality.

CONSTRAINTS

- » The Department of Health's guidelines were of benefit for describing generally compliant solutions, however, innovation beyond these was sometimes perceived as risky.

WHAT WORKED WELL

- » The vision components of the briefing documents remained a focus for the design team to ensure the aspirations were met.
- » The determination of all parties to ensure a quality outcome to an iconic institution.
- » The integration of artwork with the design and the inclusion of community partnerships (such as the zoo and the aquarium) added a level of design richness.
- » The master plan and expansion strategy was well considered and ensured a level of flexibility to accommodate change during the design process.
- » Cores and structural grid were locked in early to allow an early start on site while detailed design progressed.

