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## **HEALTH INFRASTRUCTURE**

### **WMI/WRH Project Operating Policies**

August 2010

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## CONTENTS

<b>Whole of Building</b>	<b>1</b>
Access	1
Reception	1
Meeting, Seminar, Conference and Function Venues	1
Information Technology and Communications	3
Scientific Support Services	5
Animal Resources	6
Storage	8
Supplies including Linen	10
<b>Westmead Millennium Institute</b>	<b>11</b>
Governance	11
Management Committee	11
Organisational Structure	12
Research Space	12
Fundraising	14



## **WHOLE OF BUILDING**

### **Hours of Operation**

- The WMI/WRH building will operate 24 hours a day, 7 days a week.
- Visitor access will be available via the main entry reception between 0800 to 1700 hours, Monday to Friday.
- After-hours access will be available to authorised staff and their visitors.

### **Access**

- Access to the WMI/WRH Building will be strictly controlled at all entrances.
- Public and visitor access to the WMI/WRH Building will be via main entry foyer. All visitors will report to Reception in the Entrance. All visitors will sign in and be issued with an identification card. Reception staff will notify the relevant staff member that they have a visitor. The visitor will remain in the entrance waiting area.
- Visitors will be directed to their destination if it is immediately adjacent the foyer or remain in the waiting area until a staff member arrives to escort them to their destination.
- Staff and researcher access to the building will be controlled by an electronic proximity access control system. All staff and researchers authorised to access the building will be issued with an identification proximity access card programmed with their access entitlements.
- Staff and researchers will access the building via the main entry foyer, link ways and staff only access points.
- Public access to the cafe and Conference Centre will be controlled via the reception at main entrance.
- All deliveries of supplies including special deliveries for laboratories will via the Loading Dock and received by a Stores staff member.

### **Reception**

- Main entry reception functions will be shared by WMI and Hub reception/administrative staff during business hours. Staff will rotate between reception and the WMI Office Suite and the Hub Centre.
- The main entry reception will be staffed between 0900 to 1700 hours, Monday to Friday. After hours reception functions will be undertaken by Security.
- Reception staff will also be responsible for managing the mail room and cloaking functions for the building and providing conference centre support services such as photocopying.

### **Security**



- The Security service will be responsible for the security of staff, visitors and property in the WMI/WRH building.
- The Security service will be overseen by the Facility Manager who will provide the service during business hours. After hours the service will be provided by a Security Officer based at reception.
- Security staff will monitor the movement of staff and visitors throughout the WMI/WRH building and outdoor areas. This will be achieved by regular patrols of the building, grounds and car park, monitored alarm systems and the use of surveillance systems (CCTV).
- The Security Service will be responsible for issuing identification proximity access cards and visitor identification cards after hours.
- The service will also be responsible for the day-to-day management of the WMI/WRH building car parking and issuing car park access key cards to staff and visitors.

#### **Meeting, Seminar, Conference and Function Venues**

- The WMI/WRH Building will provide a range of venues for meetings, seminars, conferences and fundraising activities.
- All meeting venues will be accessed via an on-line booking system.
- Catering for functions and meetings will be booked online and provided by an outside caterer.
- Larger venues for groups of 30 persons or more will be provided in the Conference Centre and adjoining Interaction Space located adjacent to the main entry area. These venues will be designed to be flexible and multi-purpose in function and accommodate a wide variety of gatherings including grand rounds, research presentations, prize giving and fundraising functions, education programs, seminars and conferences.
- Venues in the Conference Centre and Interaction Space will be supplemented by smaller meeting venues located in and adjacent to the laboratories and administrative areas.
- The day to day management of the Conference Centre venues will be the responsibility of the reception staff. Reception staff will be responsible for ensuring that the rooms are clean and set-up in accordance with the booked requirements.
- A servery will be provided for use by outside catering services.

#### **Interaction Space and Staff Amenities**

- A common Interaction Space will be provided for use by staff and researchers affiliated with the Westmead Research Hub, and their guests. The space will include a variety of settings for socialising with colleagues and guests and individual and group work activities, in addition to beverage and reheating facilities for meals.
- The Interaction Space will include a café operated under licence by a private operator. Services will include high quality coffee and



café style food and beverages and a catering service for meetings and functions.

- Kitchenettes will be provided adjacent to the laboratories, operational support and administrative work areas.

### **Occupational Health and Safety**

- The Occupational Health and Safety policy and practices will be appropriately integrated and consistent across all entities including WMI, the Hub occupants, ARGF and any other private entities (e.g. cafeteria operator). This will reflect the fact that there will be significant physical movement between and across all entities. Each entity will be nonetheless responsible for their individual compliance with the NSW Act (2000) and Regulation (2001) and relevant codes of practice.
- While each entity is required to individually meet its own OHS obligations, a whole-of-building OHS Committee will operate to help coordinate practices.
- An Occupational Health and Safety Manager will work within WMI and coordinate the activities of the above multi-entity Committee.
- Operation of the research environment entails particular risks to the health and safety of staff, visitors and contractors. A number of Australian standards have been prepared to provide information and guidance in relation to these risks. These will be used by OHS staff, OHS Committees and staff in general to help inform the risk management process. Key standards include:

ASNZS 2243 Safety In laboratories, parts 1-10  
AS/NZS 2982 Laboratory construction 2010

### **Statutory Compliance relating to the research environment**

- Key managers within WMI and the Hub will ensure that all regulatory requirements are met and maintained.
- Key areas for consideration include:

Office of the Gene Technology Regulator: Licensing of facilities and practices involving genetically modified organisms.

Australian Quarantine and Inspection Service Import of biologicals and animals

Management of requirements under the NSW Code of Practice for Control of Workplace Hazardous Substances

Management and licensing of notifiable quantities of Dangerous Goods

Management and Licensing of radiation facilities and apparatus (DECC NSW, ARPANSA)



Research animal welfare and ethics requirements (NHMRC and NSW Dept of Primary Industries)

### **Information Technology and Communications**

- The Data Centre will be responsible for the management and technical support of all non-University of Sydney information and communications technologies and systems in the WMI/Hub Building. Responsibilities will include research, facility and financial management information systems, associated computer hardware and software, telephone (desktop and mobile), office equipment, teleconferencing and audiovisual systems and equipment, and communication services (such as PABX and paging or equivalent).
- The service will be advised by a WMI/Hub IT Committee, managed by an IT Manager and include a Technical Support Team.
- The Technical Support Team will provide the following services:
  - telecommunications support, including audiovisual and teleconferencing, billing and issue of hardware and software
  - analysis of business needs and development of specifications and supporting business cases
  - project management of all ICT projects including engage contractors to maintain, repair and upgrade hardware and software
  - design and delivery of staff ICT education packages (on-line and classroom-based) and guidelines for using WMI/Hub ICT systems
  - resolving Help Desk calls through telephone support, site support and training
  - management of system environments by utilising virtualised infrastructure at hardware, operating system, software, access and security levels
  - routine reports to the WMI Executive and clients on projects and ICT services.
- A limited in-house audiovisual service will provide technical advice and support on audiovisual and other equipment including internal and external video and teleconferencing. Other audiovisual services will be outsourced to external providers such as the Westmead Hospital Audiovisual Service and the University of Sydney.
- The Data Centre will have a disaster recovery plan utilising an off-site facility.



## **Scientific Support Services**

### ***Central Wash-up and Autoclaving***

- Reusable laboratory glassware and plastic will be cleaned and sterilised, as required, in a central wash-up facility.
- The service will be provided by WMI Operations technical staff and operate Monday to Friday.
- A daily collection and delivery service will be provided to the laboratory areas using a boxed delivery and collection system.

### ***Reagent/Media Preparation***

- A central reagent/media preparation facility will be provided for the preparation of specialised reagents and media by appropriately trained research staff.
- Access to the reagent/media preparation facility will be on a scheduled basis.

### ***Shipping Facility***

- Incoming and outgoing biological specimens will be received and dispatched via a central Shipping Facility managed by a designated member of the WMI Operations staff.
- The service will be available to all Hub partners and provided on a user pays cost recovery basis.
- Researchers wishing to ship an item will contact the Shipping Officer and bring the item to the Shipping Facility for logging, packaging, processing and dispatch by specialist courier.
- Packaging will be in accordance with Australian Quarantine & Inspection Service (AQIS) and other relevant guidelines.
- Biological items arriving by courier will be received by Stores staff who will notify the Shipping Officer.

### ***Biospecimen Processing Facility***

- A central biospecimen processing facility will be provided for the labelling, bar-coding, registering and processing of tissue and (potentially) blood specimens.
- Specimens will be received from the Operating Suite, human subjects and pathology (ICPMR) archives.
- The facility is to be located adjacent to those laboratories that generate biospecimen material.

### ***Cryogenic Storage Facility***

- A cryogenic storage facility will provide archival storage for WMI and Hub Core Facility tissue and plasma including the existing WMI breast (ABCTB), ovarian, melanoma and leukaemia tissue banks.
- Access to the facility will be restricted and by arrangement with the Tissue Culture Co-ordinator.





- There will be segregation of specimens based on mycoplasma status.
- Specimens will be stored in vapour phase vessels with dedicated vessels provided for the following specimens:
  - Bacteria and fungi
  - Viruses
  - Primary cell lines
  - Cultured cell lines
  - Human biospecimens
- Operating costs will be covered by WMI Infrastructure funds with the exception of liquid nitrogen costs which will be recouped through a user pays system.
- All specimens for storage will be logged on a bio-management system and monitored to ensure disposal following expiry of the used by date.

#### **-80°C Freezer Farm**

- The Freezer Farm will house WMI and Hub Core Facility archival storage freezers.
- The Freezer Farm will supplement -80°C freezers located within the freezer rooms in wet laboratory areas.
- Access to the facility will be restricted and by arrangement with the Tissue Culture Co-ordinator.
- Operating costs will be covered by WMI Infrastructure funds.
- All specimens for storage will be logged on a bio-management system and monitored to ensure disposal following expiry of the used by date.
- Freezers will be protected by a monitoring and alarm system and be supported by emergency power.

#### **Animal Resources**

##### **Small Animals**

- Rodents required by WMI researchers will be housed in a small animal facility located in the WMI & WRH Building. The facility will be open to use by both WMI and other SWAHS researchers.
- The small animal facility will operate as a barrier SPF (specific pathogen free) facility at PC2 level of containment and house rats and mice for research and breeding purposes.
- Non SPF rodents and associated surgical facilities will be accommodated in the Hub Core Small Animal Support Facility.



### **Hub Core Small Animal Facility**

- A Hub Small Animal Support facility will be developed in the WMI & WRH Building for use by the Hub partners and their collaborators. The facility will operate as a low barrier (conventional) facility.
- The Small Animal Support Facility will house:
  - existing and proposed small animal imaging equipment;
  - non-SPF holding rooms for mice and rats requiring quarantine after returning from other laboratories in campus or coming from external facilities which have a known or reasonable risk of being contaminated;
  - non-SPF surgical and procedural facilities;
  - specialised equipment for loan or use in house such as metabolic caging;
  - rederivation services.
- AQIS (import) quarantine rooms will not be provided in the Hub Core Facility as this service can be outsourced to the existing SWAHS, CMRI or CHW animal facilities which have import quarantine rooms.
- Transgenic animal services will not be provided due to the small scale of the facility and the availability of these services at the neighbouring KRI Animal Facility.
- All equipment will belong to the Hub and users will pay the operating cost for its use. Where items of equipment have been purchased by individual projects consideration is to be given to their purchase by the Hub and provision for common use.

### **Insectary**

- It is proposed that the insectary currently used by CIDM is located in the Vivarium. As it has specialised environmental requirements and breeds flies, bed bugs, snails, mosquitoes, it is inappropriate to locate it within the WMI Small Animal Facility.

### **Large Animals**

- The existing Vivarium on the Westmead Hospital Campus will continue to be available for use by all Hub partners.
- The vivarium provides a range of surgical, laboratory and holding facilities for large animals including sheep, non human primates, rabbits, guinea pigs, ferrets, zebra fish and dogs.

### **Management Model**

- It is proposed that the WMI and Hub Core animal facilities are managed by a single animal facility manager and be staffed by animal facility staff over which she/he has line management responsibility and authority.



- Management would be advised by a WMI Small Animal Facility Committee and a Hub Small Animal Support Facility Committee with each committee comprising representatives of the key stakeholders for the respective facilities.
- It is proposed that the operations of the WMI and Hub Core animal facilities would be overseen by one Animal Ethics Committee.
- The WMI and Hub Core animal facilities would operate under a full cost recovery model with individual partner organisations to determine any subsidy.
- All non-terminal animal procedures will occur in a designated animal facility.

## **Storage**

### ***Document Management and Storage***

- Research data storage and retention policies will be in accordance with NHMRC, Australian Code for the Responsible Conduct of Research, 2007.
- To minimize the storage of paper, research documents for archiving will be scanned to PDF and electronically indexed.
- Current hard copy research data and materials, records (of where research data is stored) and laboratory log books will be securely stored within and adjacent to laboratory write-up areas.
- Secure on-site archival storage for hard copy research data and materials will be provided in a central Archival Store area located in the Bulk Store. A compactus storage system with secure compartments will be used for this purpose.
- Archival storage will for the minimum recommended period of five years post publication. Storage beyond this period is to be arranged off-site.
- The cost of storing research records for the required retention period is to be included in research grant applications.
- Off-site storage in the Government Records Repository (NSW) is to be arranged by the responsible research group with all costs to be borne by the study sponsor.
- Consideration is to be given to the use a networked, badged printing system (e.g. Canon Uniflow) to preserve the confidentiality of material sent to the printer (items sent to print can only be printed using a key card), reduced paper wastage, and improve access to available printing equipment.

### ***Biospecimen Storage***

- Centralised cryogenic and freezer facilities will be provided for the long term storage of biospecimens - see also Cryogenic Storage and -80°C Freezer Farm.



- Long term archival storage for up to 20 years will be provided for blocks and slides e.g. breast and melanoma research in a section of the Bulk Store.

### **Equipment Storage**

- Secure storage for equipment and furniture not in use will be provided in a section of the Bulk Store.

### **Cleaning**

- A cleaning service will operate five days a week.
- The cleaning service will be responsible for the removal of general and clinical waste bins from the laboratory/work area to the appropriate waste holding area for collection.
- A bin washing service will also be provided.

### **Waste Management**

- Waste will be placed in the appropriate waste receptacle at point of generation:
  - General waste - green bin
  - Clinical waste - yellow bin
  - Biohazardous waste - 200 litre white bin
  - Sharps waste - sharps bin
  - Cytotoxic waste - purple bin
  - Chemical waste container
  - Broken glass - red bin.
- Technical staff will be responsible for the collection of biohazard and chemical waste.
- All chemical waste for disposal will be logged online by lab staff and appropriately labelled prior to collection by technical staff and removal to the chemical waste holding area.
- Chemical waste will be held in two 250 litre cabinets in a secure vented waste holding enclosure adjacent to the loading dock for collection two to three times a year. Chemical waste will include up to 20 twenty litre drums of x-ray fixer.
- Storage for radioactive waste will not be required as isotopes used can be diluted and disposed down the sink according to the appropriate legislation.
- Biohazard waste will be autoclaved in the Contaminated Waste holding area prior to disposal for high temperature incineration off-site.



### **Supplies including Linen**

- All supplies including special deliveries for laboratories will be delivered to the Loading Dock and received by a Stores staff member.
- All stores will be ordered using a central purchasing system managed by a procurement team. A “just in time” supply policy will apply.
- All stores will be logged by Stores staff on receipt; in the case of specialised orders stores staff will notified the lab by email that the item has been received and is awaiting collection.
- Common supplies such as general consumables and disposables will be held in a bulk store with a shop front.
- Special orders will be held by Stores until collected by laboratory staff; shelving and access to a cold room/freezer will be required.
- Lab/unit staff will order common stores from the on-line shop using a laboratory debit card and be notified when the order is ready for collection. Labs will be invoiced monthly by central purchasing.
- The stores areas will include a Consignment Bay for vending machines that will be supplied, maintained and managed by the reagent vendors. Up to six bays will be required with power and data connections and exhaust for - 20°C freezers.
- Linen (gowns) will be supplied to the laboratory areas using an exchange trolley system (roll in - roll out).
- A Flammables Store with capacity for 250 litres is required for up to a month's supply of ethanol, methanol, acetone, xylene etc.
- A Dangerous Goods Store with capacity for up to 50 litres is required for up to a month's supply of formaldehyde etc.

### **Facility Management**

- Refer to the Facility Management Strategy.

### **Parking**

- Limited on-site parking will be available for senior staff and visitors.
- Designated parking spaces will be provided for disabled parking adjacent to the main entry.
- Staff parking will be provided on a user pays basis or a part of a salary package.

### **Signage and Wayfinding**

- Signage in wet laboratory areas will meet the OGTR certification requirements for a Physical Containment Level 2 (PC2) facility.



## **WESTMEAD MILLENNIUM INSTITUTE**

### **Governance**

- Following incorporation in July 2010, WMI will become a non-controlled entity i.e. no longer an entity of the SWAHS.
- The governance structure will be in accordance with the Office of Science and Medical Research (OSMR) guidelines in the report "Governance Principles for Medical Research Institute by Professor Wiltshire.
- Westmead Millennium Institute for Medical Research will be incorporated as a not-for-profit public company limited by guarantee.
- The Company will be a charitable institution and a health promotion charity working in partnership with the NSW Government, the University of Sydney, Westmead Medical Research Foundation (WMRF) and the Westmead Hospital.
- Agreement in principle has been reached between the above partners that the Board shall be 9 Directors unless the Board determines otherwise.
- The Board of Directors shall comprise (subject to clause 29.1):
  - the Executive Director of the Company as an ex-officio voting member;
  - two Directors appointed by the Vice-Chancellor of the University (University Directors);
  - two Directors jointly appointed by the Minister for Health and the Minister for Science and Medical Research; one of those appointment shall be a senior executive of Sydney West Area Health Service or any successor in law to the said Sydney West Area Health Service;
  - two Directors appointed by WMRF (WMRF Directors) who are not subject to the direction of the Government or a Higher Education body; and
  - two Independent Directors appointed by all of the Original Members. (Independent Directors)
  - The Vice-Chancellor of the University shall be entitled at any time to appoint, remove and replace the University Directors.
  - The Minister for Health and the Minister for Science and Medical Research shall jointly be entitled to appoint, remove and replace the NSW Government Directors.
  - WMRF shall be entitled to appoint, remove and replace the WMRF Directors.

### **Management Committee**

- The Board shall appoint an Executive Director of the Company who will be an eminent health and medical researcher as determined



by the Board. The Executive Director will oversee the research within the Company and have proven management, leadership and financial management skills, in addition to high integrity.

- The Executive Director will be responsible to the Board for the management and administration of the work of the Company.

### **Organisational Structure**

- The Executive Director and Chief Operating Officer will be responsible for the coordination and management of the scientific and non-scientific operations of the WMI.
- The Executive will be supported by eight operational units responsible for the delivery of services in the areas of information technology, operations, human resources, finance and administration, corporate services and development, marketing and communications, executive support and business development (refer Organisation Chart in Appendix 1).
- WMI will enter into service level agreements with SWAHS for the provision of cleaning, waste management, payroll, security, grounds maintenance and information technology services.
- WMI scientific operations comprise 11 centres of research organised into five divisions (refer Organisation Chart in Appendix 2):
  - Cancer;
  - Infection and Immunity;
  - Liver and Metabolic;
  - Neurosciences and Vision; and
  - Cardiorespiratory.

### **Research Space**

#### **Allocation**

- Laboratory space (wet and dry) will not be “owned” by any individual or research group.
- Laboratory space will be allocated based on grant success, publication quality and output, higher degree supervision and other research indices. Space allocations will be reviewed annually.
- Space will also be allocated strategically, with consideration given to new research areas, synergies with other groups, researchers at formative career stages, and incoming research groups.
- All laboratory areas will have access to local secure hard copy archival storage and secure electronic data storage.
- All full time researchers will be allocated a dedicated desk space.
- Part time researchers will share a desk with another part time researcher or have access to a hot desk space.



### **Wet Laboratory Research**

- Space is to be provided to accommodate the wet laboratory requirements for the following research centres: Westmead Institute of Cancer Research (WICR), Centre for Virus Research (CVR), Centre for infectious Diseases and Microbiology (CIDM), Institute of Dental Research (IDR), Centre for Transplant and Renal Research (CTRR), Institute for Immunology and Allergy Research (IIAR), Storr Liver Unit (SLU), Centre for Heart Research (CHR).
- Space is to be configured to provide capacity for expansion and new groups.
- Wet laboratory space will be organised by like function rather than by research centre as is the current practice. This will bring researchers engaged in functionally related research together, providing opportunities for collaboration in addition to optimising the utilisation and minimising the duplication of like equipment and related consumables.
- Wet laboratory functions will be accommodated in generic laboratory modules designed with the capacity to meet changing research requirements.
- Each wet laboratory module will have capacity for 48 researchers (working concurrently) and will typically accommodate two to six research groups working in functional related areas. Discrete zones areas will be provided for :
  - Laboratory bench based activities
  - Laboratory support activities requiring a dedicated space
  - Clean write-up activities.
- Research teams will have shared access to kitchenette facilities that support informal group and inter-group collaboration, small meeting rooms for up to ten people, office equipment and collation rooms and storage.
- Laboratory bench space will be shared between members of a research group (ratio of 1 bench/1.25 researchers) with storage to be provided for each researcher's materials.
- Core scientific and scientific support infrastructure will be consolidated where possible to support efficient and quality service delivery. Core scientific services will comprise a PC3 laboratory, Histology Service, Small Animal Facility and X-ray Irradiator.

### **Dry Laboratory Research**

- Space is to be provided to meet the dry laboratory requirements for the following research centres: Centre for Vision Research (CVR), Brain Dynamics Centre (BDC), Westmead Institute of Cancer Research (WICR), Ludwig Engel Centre for Respiratory Research (LECRR), Centre for Infectious Diseases Management (CIDM).





- Space is to be configured to provide capacity for expansion and new groups.
- Dry laboratory space will accommodate the following functions:
  - Desk-based research including bioinformatics and statistics, epidemiology, data base development, image analysis
  - Instrument based human subject physiological measurement research including respiratory physiology and electrophysiology
  - Instrument based animal model physiological measurement research including respiratory physiology and electrophysiology
  - Telephone survey activities e.g. Brain Dynamics, WICR
  - Subject interview and cognitive/psychological testing
  - Subject clinical assessment.
- All research involving human subjects will occur in discrete Assessment and Consultation Zone that will comprise bookable consultation, interview and testing facilities in addition to specialised facilities for psychophysiology, sleep and respiratory physiology studies.
- Only low-risk well subjects will be eligible to participate in studies conducted in the Assessment and Consultation Zone. All subjects will undergo screening and consent procedures. Clinical trials research involving patients will not be conducted in this area.
- Desk based research activities will accommodate modular dry laboratory space designed to accommodate researchers grouped in teams of eight to ten full time equivalents (FTEs).
- Each module will include two enclosed offices and work stations for research staff and students with capacity to accommodate overlap in part time staff. Team work areas will include secure local storage for material that is accessed on a daily basis.
- Research teams will have shared access to kitchenette facilities that support informal group and inter-group collaboration, small meeting rooms for up to ten people, office equipment and collation rooms and secure local compactus storage.

### **Fundraising**

- Westmead Medical Research Foundation is the key fundraiser for Westmead Millennium Institute (WMI) and Westmead Hospital. The objects of the Foundation are: (i) to raise funds for and to enhance community awareness in support of medical research and health care; (ii) to support the provision of infrastructure and operational funding for Westmead Millennium Institute; and (iii) to support health care at Westmead Medical Campus.
- The Foundation is responsible for raising funds to support the development of the WMI and Westmead Hospital research programs through research grants and equipment funding. Foundation Office staff will coordinate fundraising events and



campaigns and correspondence with supporters and potential supporters.

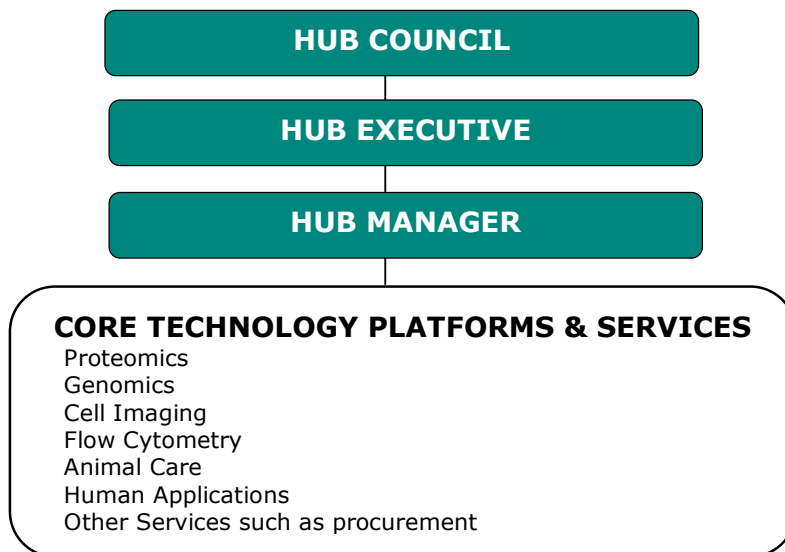


## **WESTMEAD RESEARCH HUB**

- The Westmead Research Hub was established in 2001 to build critical mass to maximise synergies and economies of scale from scientific collaboration and coordinated investment in and use of shared research infrastructure.
- The Hub operates as an un-incorporated joint venture between Westmead Millennium Institute, the Children's Medical Research Institute, the Kids Research Institute, Westmead Hospital, the Children's Hospital at Westmead and the University of Sydney.
- The Hub's key objectives are to:
  - physically consolidate and grow as one of NSW's and Australia's major research hubs;
  - form a joint Core High Technology Facility (in the WMI/Hub building);
  - enhance clinical and translational research;
  - stimulate development of biotech and health industry around Westmead; and
  - continue to attract the best doctors and scientists to Westmead and Western Sydney.
- A Hub Council exercises a governance role and a management Executive, comprising the research directors and senior managers of the four partners, meets regularly to progress planning and operational issues. This has enhanced collaborations and joint equipment purchase and reduced duplication on campus.
- The Hub oversees the operation of advanced research platform technologies in:
  - genomics
  - proteomics
  - cell imaging
  - flow cytometry
  - human applications
  - animal care.



## WESTMEAD RESEARCH HUB

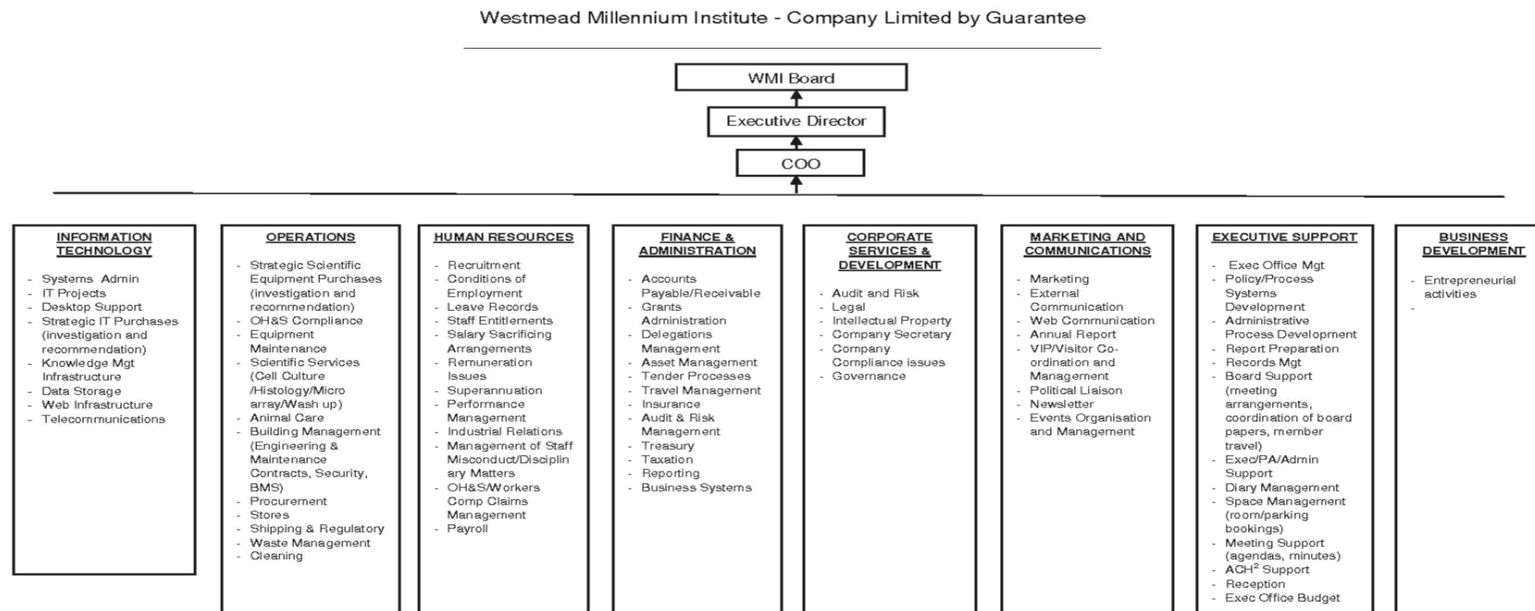


- The Core High Technology Facility will consolidate existing technologies in each of the areas above to form integrated platforms with the critical mass to support the delivery of sustainable and professionally managed core services and provide expansion capacity for future growth.
- Hub platform technologies predominantly serve the WRH partners but are accessible to outside researchers including the Research Division of Nepean Hospital and the University of Western Sydney and biomedical organisations.
- Hub Core Technologies will recover most, if not all, costs from a “user pays” approach. This will be supplemented by appropriate grants or fundraising, whether public or private; sponsorships; in-kind or cash contributions by Hub Partners (e.g. of staff time, as is provided formally or informally today); and commercial sales of services to external parties.
- Detailed operating cost models and cost recovery methods are currently being developed for Hub Core Technologies and will be the subject of an approved business plan and formal agreements.
- Future capital investment for the Hub Core Technologies will be subject to similar planning and cost recovery modelling
- The Hub will be responsible for the management of a central purchasing system for supplies required by the Hub Partners.



- It is planned that the Hub will appoint a Manager with responsibility for:
  - ensuring that Hub facilities meet the long term objectives of its research partners;
  - participating in the collaborative process with the Hub Partners to seek large scale hub infrastructure funding which will supplement funds from research projects initiated by the Hub partners;
  - employing and managing the specialist skills required to operate high technology research platforms;
  - integrating Hub operational plans with those of the Hub partners.

## APPENDIX 1 - WMI ORGANISATIONAL CHART



## APPENDIX 2 - WMI RESEARCH DIVISIONS ORGANISATIONAL CHART

