

# green travel plan;

## Nepean Hospital Green Travel Plan

For Nepean Hospital  
26 October 2021

parking;  
traffic;  
civil design;  
wayfinding;  
**ptc.**

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## Document Control

Nepean Hospital Green Travel Plan, Green Travel Plan

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## Contact

**Andrew Morse**

+61 2 8920 0800

+61 414 618 002

andrew.morse@ptcconsultants.co

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Suite 502, 1 James Place  
North Sydney NSW 2060  
info@ptcconsultants.co  
t + 61 2 8920 0800  
ptcconsultants.co

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## 1. Introduction

This Green Travel Plan (GTP) has been prepared to present the available transport options, and to define a sustainable transport plan, for the redeveloped Nepean Hospital ("the Hospital") in accordance with Condition D9 of the SSDA for the Stage 1 redevelopment (SSD 8766). Condition D9 states the following requirements, along with the reference to the corresponding section of this GTP:

Condition	GTP reference / response
D9. Prior to the commencement of operation, a Green Travel Plan (GTP), must be prepared and be submitted to the Secretary to promote the use of active and sustainable transport modes. The plan must:	
(a) be prepared by a suitably qualified traffic consultant in consultation with (Sydney Coordination Office) Transport for NSW;	ptc. is a traffic and civil engineering firm of consultants with a range of suitable qualifications for the preparation of Green Travel Plans. Consultation has occurred with TfNSW (meeting on 19/02/21) in relation to current and proposed public transport improvements (e.g. the rapid bus route/stop location).
(b) include objectives and modes share targets (i.e. Site and land use specific, measurable and achievable and timeframes for implementation) to define the direction and purpose of the GTP;	Transport targets are outlined in Section 7 while the strategies for implementation are described in Section 8.
(c) set out measures to encourage staff to park in dedicated staff car parks;	The hospital car parks are for general use by staff and the public, however this plan recommends dedicated spaces to encourage car pooling.
(d) outline facilities and measures to promote public transport usage, car share schemes and employee incentives;	The strategies are described in Section 8 including the publication of a Travel Access Guide. It is noted that parking is provided for approximately 80% of the demand and fee based (outside the Covid period).
(e) include measures to promote and support the implementation of the plan, including financial and human resource requirements, roles and responsibilities for relevant employees involved in the implementation of the GTP; and	The measures are described in Sections 4 and 5 and a steering committee has been established to meet regularly.
(f) describe pedestrian and bicycle linkages and end of trip facilities available on-site.	The existing and proposed walking and bike infrastructure is described in Section 7.
(g) include details regarding the methodology and monitoring/review program to measure the effectiveness of the objectives and mode share targets of the GTP, including the frequency of monitoring and the	The steering committee will assess the effectiveness of the GTP, while online mode share surveys have



requirement for travel surveys to identify travel behaviours of staff to and from hospital.	been established to be undertaken at regular intervals.
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## 1.1 Purpose of the Plan

The purpose of the GTP is to provide a package of measures with the aim of increasing the opportunities for people to travel to and from the Hospital by transport modes other than private cars and to encourage and support more sustainable ways to travel to the Hospital (see Figure 1). This may be achieved through the review of existing policies and identifying programmes to encourage Hospital visitors and employees to adopt more active and sustainable forms of transport.

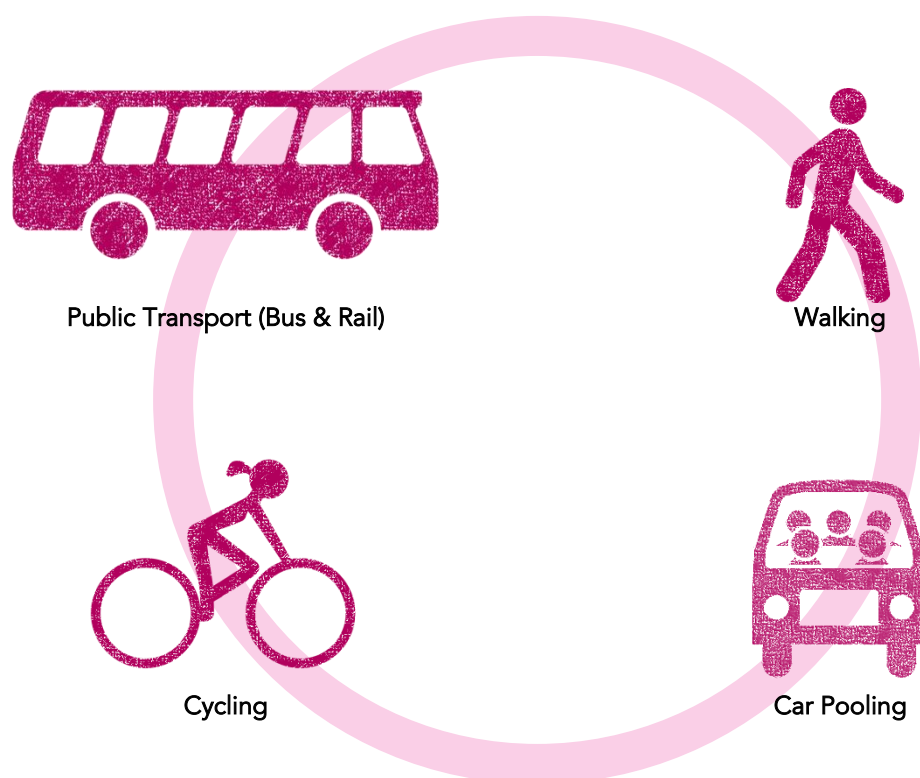


Figure 1 - Transport options

The GTP is intended to contain information for the management of the ongoing transport needs of the Hospital.

It contains strategies to achieve the sustainable transport targets established in this document however does not directly communicate to users of the Hospital.

This information is envisioned to be passed on to staff and visitors by the Hospital via measures recommended in the supporting information. The flow of information is illustrated in Figure 2 below.

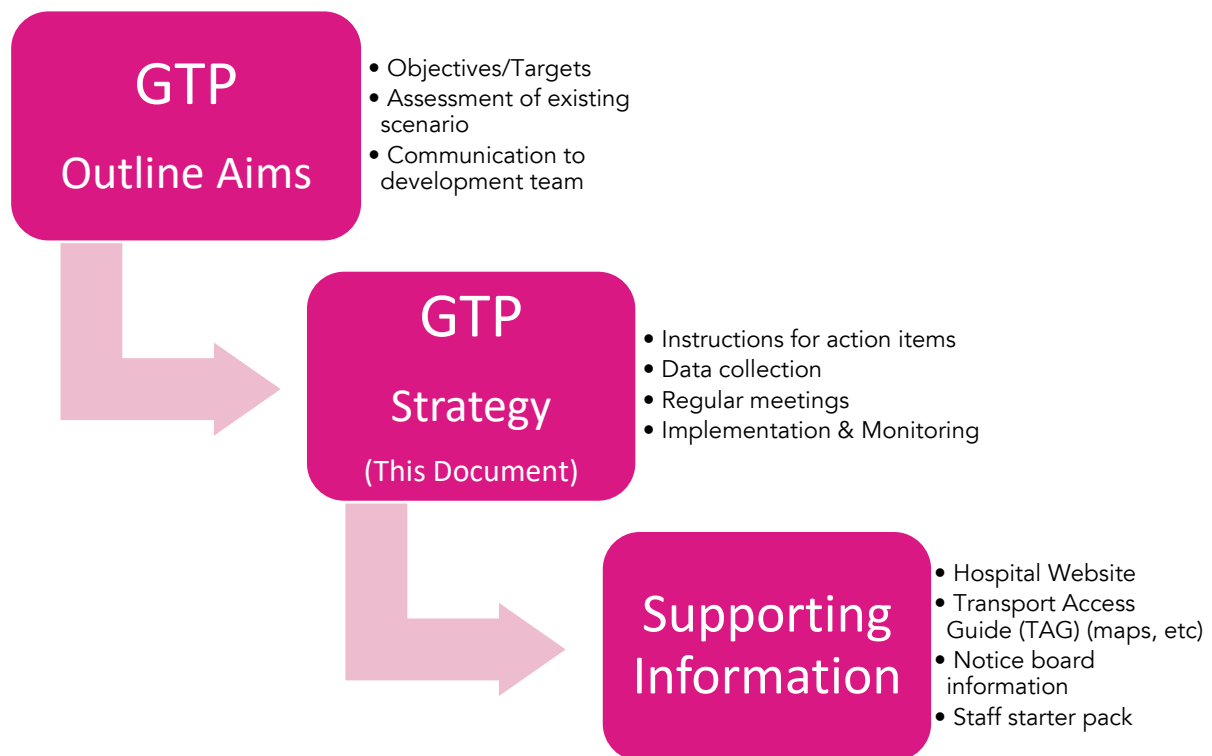


Figure 2 - Flow of information of the GTP

This document presents the following:

- Existing public transport infrastructure and future transport options;
- Current travel patterns within the Hospital area;
- A travel mode share target for the Hospital;
- A framework to identify and respond to travel demand associated with the Hospital;
- Strategies to implement prior and during the development; and
- The monitoring strategy to track the performance of the GTP.

## 2. Nepean Hospital

The Hospital is a 936-bed facility located approximately 3km to the east of the Penrith Civic Centre and approximately 1.2km south-west of Kingswood Railway Station and is subject to redevelopment by 2031/32 (refer Figure 3).

It is part of the Nepean Blue Mountains Local Health District, providing public health services to the Western Sydney region. The area is served by a number of hospitals including Hawkesbury Hospital, Springwood Hospital, Blue Mountains Hospital and Lithgow Hospital.

The Hospital is the principal referral hospital and regional trauma centre for Western Sydney and provides a diverse range of services including emergency, intensive care, cancer care, Cardiology, community health, Drug & Alcohol, medical imaging, mental health, sexual health, rehabilitation, pharma & Allied health, and Surgical (including dental, neurosurgery, orthopaedic, plastic & reconstructive, thoracic, breast & endocrine, ENT, urology and vascular).

It is also a teaching hospital of the University of Sydney. Medical, nursing and allied health students are placed at the hospital for practical terms.

Transport modes available to Hospital attendees (staff, outpatients and visitors) are primarily road, plus train and bus services.



### Key Statistics (Stage 2)<sup>1</sup>

Staff – Clinical, Administration & Support Services (FTE)	4,344
Inpatient Beds	936
Outpatients Occasions of Service (per annum)	599,893
Emergency Department Presentations (weekday average)	249

<sup>1</sup>Per ptc. "Nepean Hospital Parking Demand Addendum Stage 2 2031"



The existing Hospital Campus is bordered by Great Western Highway on the northern boundary, Parker Street on the western boundary, Derby Street on the south and Somerset Street on the east. Access to the Hospital is available from Parker Street (two entrances), Derby Street (one entry) and Somerset Street (two entrances). The Hospital is divided into four blocks, identified as the North, South, East and West blocks. The Campus is shared with Nepean Private Hospital, located in the north-west corner of the site.

The Hospital Campus masterplan map is presented below, which identifies Stage 2 in the context of Stage 1, which is currently under construction, as well as future concepts within the northern part of the campus:

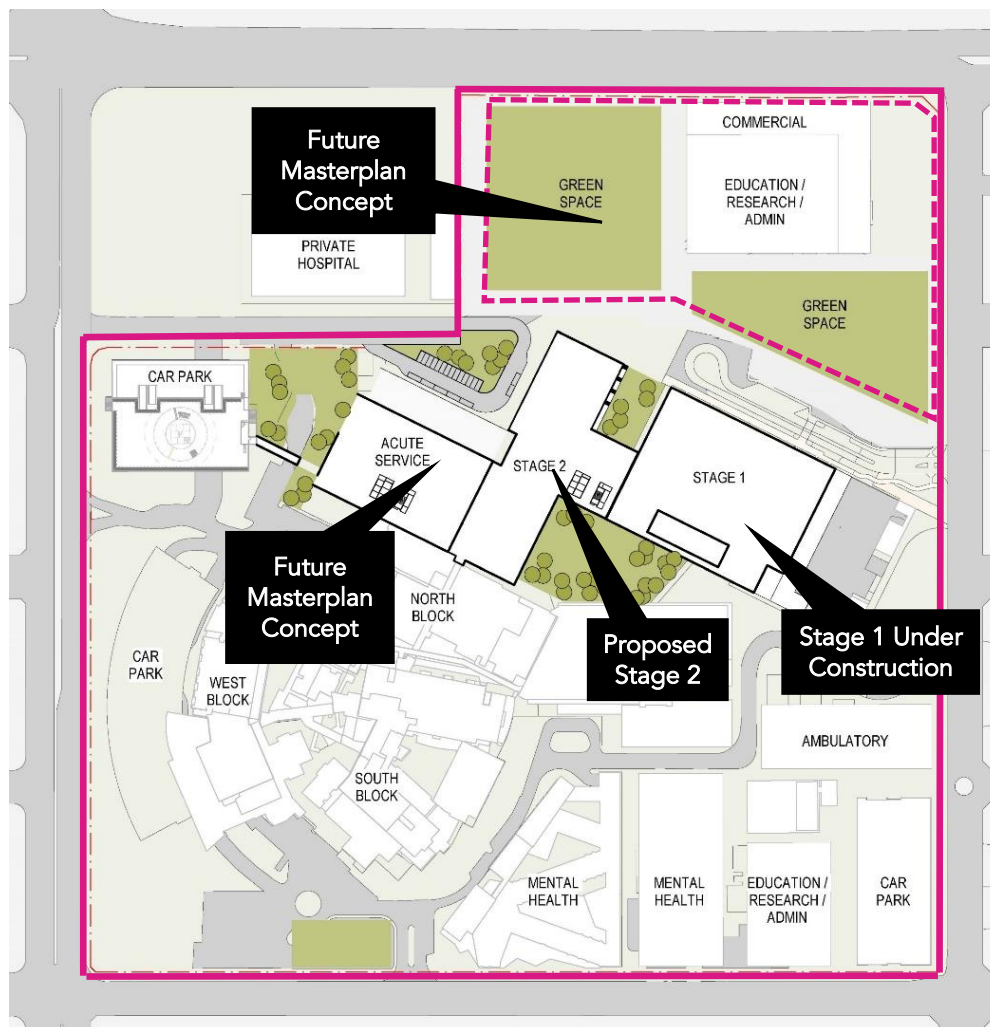


Figure 3 - Hospital Campus Map (Source: BVN Architects)

Campus parking of c.2,000 spaces is generally on a mixed-use basis (staff/public). Issue of staff passes is limited, so that sufficient spaces are kept available for public use. A staff waiting list is maintained and managed by the Hospital's appointed car park operator.

### 3. Green Travel Plan (GTP)

#### 3.1 What is a green travel plan?

A GTP is a document which outlines how a development intends to make travel to and from the site safer and more sustainable for employees and visitors. The GTP addresses local traffic issues around the site and encourages active, safe and sustainable travel methods, such as walking, cycling, motor cycling, public transport or carpooling. A GTP correlates with the overall aspirations of the Nepean Blue Mountains Local Health District Strategic Plan 2018 – 2023 (see Figure 4) and is a document that is monitored and reviewed regularly.

## Our values

Our values support our vision, shape our culture and reflect our principles and beliefs. We pride ourselves on working within two sets of values.

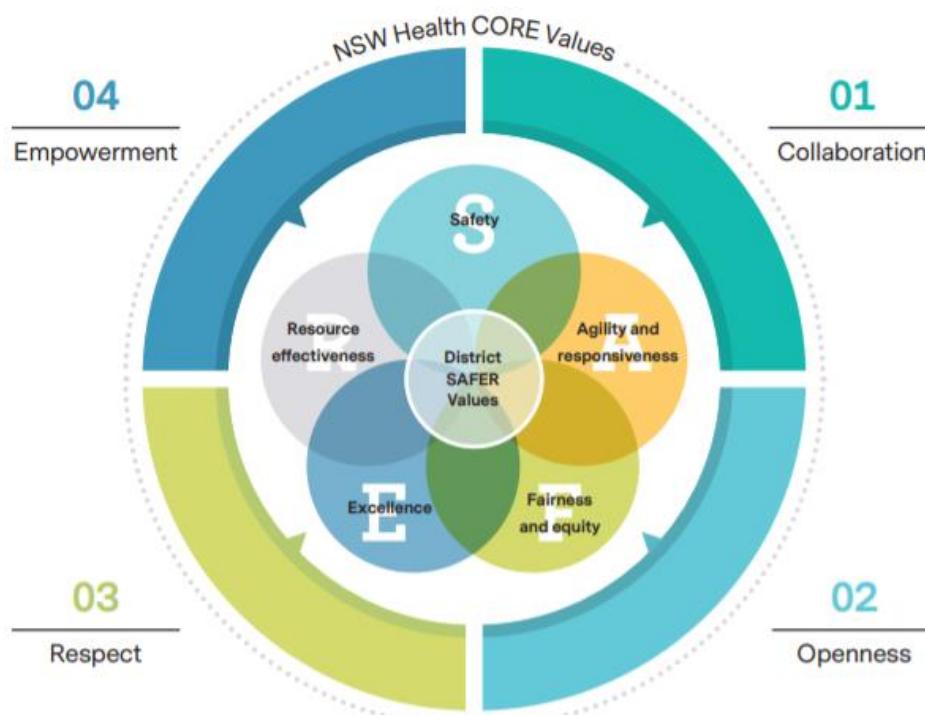


Figure 4 - Nepean Blue Mountains LHD Strategic Plan 2018-2023

A GTP is not just the installation of bike racks or provision of end-of-trip facilities. A good GTP aims to promote and maximise the use of more sustainable modes of travel via a range of actions, promotional campaigns and incentives.

The plan includes site management tools that encourage staff and visitors to make more sustainable transport choices. A GTP requires ongoing implementation, monitoring and review. As such, nominating an individual or a team to oversee the implementation of a travel plan is a crucial component of success.

An effective GTP can offer many benefits<sup>2</sup> such as reduced parking construction costs, less congestion on the public road network, and health and environmental benefits.



### 3.2 Why is a GTP required?

The development of a GTP is widely accepted<sup>3</sup> as one of the most effective ways to increase sustainable transport to and from employment and public facilities. A successful GTP offers many benefits for employees and visitors, including:

- Building confidence and improving social interaction by walking and/or cycling;
- Assists in the implementation of health, fitness and wellbeing programs;
- Improving social interaction with others to be more interested and involved within the precinct as they walk or cycle;
- Improving safety by reducing traffic and local road congestion;
- Improving the environment by reducing air pollution from private vehicles;
- Creating opportunities for healthier lifestyles and more vibrant, cohesive and accessible communities; and
- Providing individuals with leadership opportunities in promoting and driving GTP strategies.

It is likely that staff and visitors with a good understanding of an active and sustainable mode of transport will follow a healthy and active lifestyle, care about the environment and prioritise location and lifestyle over car ownership.

### 3.3 Relevant priorities from the NSW State Plan (NSW Health, 2011)

- Increase walking and cycling,
- Increase the number of people participating in physical activity,
- Improve health in the community,
- Increase share of journey to work trips on a safe and reliable public transport system,
- Improve the efficiency of the road network,
- Increase the number of jobs closer to home,
- Tackle climate change, and
- Improve air quality.

<sup>2</sup> NSW Healthy Eating and Active Living Strategy 2013-2018

<sup>3</sup> Workplace Travel Plan Guidance, Premier's Council for Active Living; Draft Travel Planning Guidelines, City of Sydney

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### 3.4 Potential Outcomes

- Successful negotiations with private transport providers (if necessary) to provide increased public transport services to the Hospital precinct.
- Improvements to cycle and walking infrastructure, if required.
- Recommendations for any relevant policy changes will be made to management (e.g. flexible work and work from home/hub policies).
- Campaigns promoting the health and other benefits of non-car modes of travel will be implemented for staff.
- End-of-trip infrastructure provided in the redevelopment, including lockers to leave items overnight (avoids carrying heavy items home, which can be a deterrent for active transport).
- Team up with a local bicycle shop to provide servicing at the hospital (this can be extended to the broader community too).
- Evaluation and Monitoring:
  - Patronage on any new commuter public transport services
  - Regular staff surveys (mode of travel to work)
  - Private car-park usage
  - Number of Transport Access Guides downloaded/hard copies used.
  - Feedback from public transport providers
  - Carpooling use (number of new users)

## 4. Steps to develop & implement the GTP

To develop and implement a GTP, there are five (5) key steps:

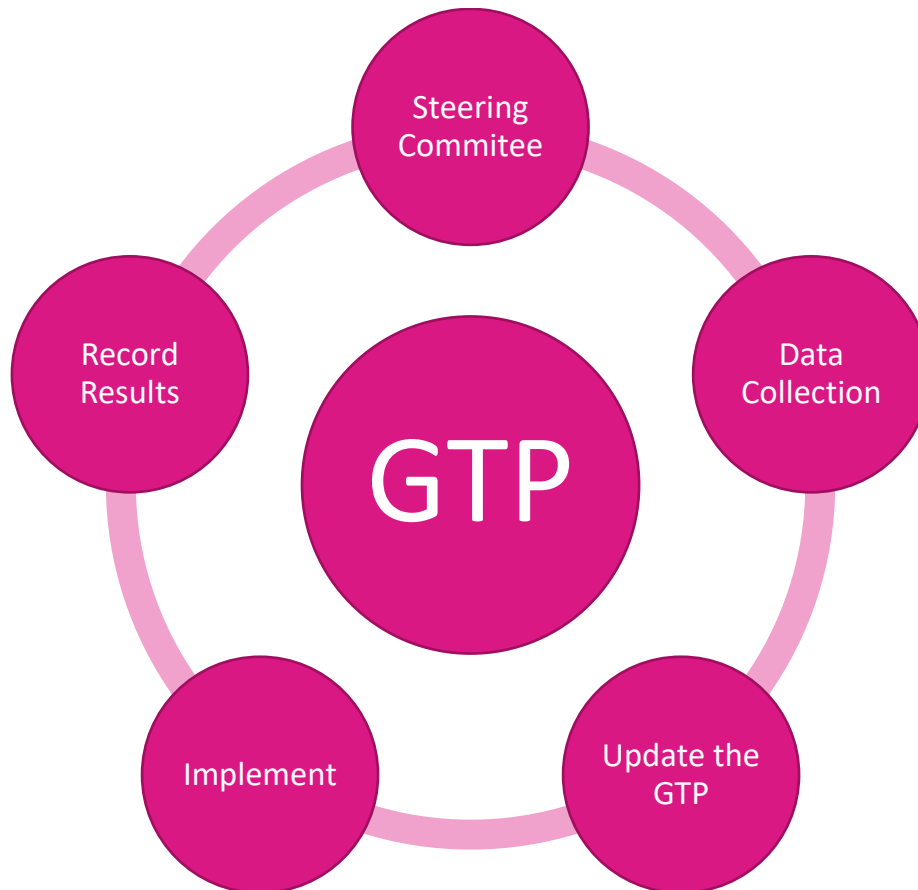


Figure 5 - Steps to develop and implement a GTP

### 4.1 Step 1 – Set up a travel plan (TP) coordinator and a Steering Committee

- Appoint an individual to coordinate specific actions and to track the progress of this work;
- Develop a working group that involves representatives from the campus community; and
- Identify ways how the whole community will be involved and informed of the work (e.g. regular articles in the precinct website / social media).

### 4.2 Step 2 – Data Collection & Review Existing Situation

Travel mode data assists with developing and reviewing travel planning schemes and how the existing facilities can be improved around the site area and beyond. It also helps contribute to the goal of encouraging more sustainable modes of transport.

An initial transport survey was carried out as part of the State Significant Development Application for Stage 1 of the redevelopment, which provides a snapshot of the current travel characteristics. It is recommended that this type of survey is undertaken on a regular basis in order to monitor and record the outcomes of the GTP.



#### **4.2.1 Staff Only Questions**

As a minimum the following questions should be considered:

- Postcode?
- Distance travelled to work?
- How do you normally travel to work?
  - Walk/run
  - Bicycle
  - Bus
  - Motorcycle
  - Car (Driver)
  - Car (Passenger)
  - Train
  - Other\_\_\_\_\_
- If you drive:
  - Did you park on campus today? If so where?
  - Did you park on-street? If so which street?
  - Did you park in an off-campus car park? If so, where?
- Were you dropped off by private vehicle? If so where?
- What is your normal work pattern (start time, finish time)?
- Do you need to drive to work for another reason? (e.g. dropping off or collecting children from school/childcare, dropping off spouse/partner at their place of work, shopping on the way home, etc.)

#### **4.2.2 Additional Questions**

- Would you consider walking/cycling if end of trip facilities are provided?
- Have you heard of car share? If yes, would you use it?
- If not, what are the barriers to you using car share to travel to and from the Hospital?
- What would make you consider using car share as a form of transportation?
- Would you consider switching from car to public transport if the Hospital provided an arrangement whereby you were able to easily travel home in an emergency (e.g. Corporate Uber, GoGet Car etc)
- If you would like to take part in walk/cycle groups and/or carpooling please specify which group and your contact details (email).
- Do you have any suggestion/recommendations to encourage sustainable modes of transport?

#### **4.2.3 Patient/Visitors Only Questions**

- If you are a patient/visitor, where did you travel from today?
- What mode of transport did you use?
- Why did you use this particular method of travel mode?

Questionnaire findings enable the Hospital to establish methods to achieve identified targets within proposed time frames. This could include adopting strategies outlined in Section 8 which are undertaken by the Steering Committee. These methods and targets are then available for monitoring by the Steering Committee (refer to Section 9).

### **4.3 Step 3 – Prepare the travel plan**

The travel plan is a document intended to include travel information for the TP coordinator and the Hospital to communicate to staff and patients/visitors. The document should include instructions on how to achieve objectives via recommended strategies and a respective action plan.

Based on the data, an overall vision on the modal travel should be considered with clear objectives. The GTP should be prepared based on those objectives, notably:

- Build a Hospital culture that supports active travel by motivating and encouraging users to get involved;
- Set SMART (Specific, Measurable, Achievable, Relevant, Timed) targets;
- Develop an action plan that lists activities and strategies that eliminates the community's barriers to active travel to meet the objectives;
- Estimate the budget required to meet the objectives, identify funding source and develop implementation strategies; and
- Review and consult with the Hospital.

It is noted that a GTP is not a one-off document – it is a process of ongoing implementation, review and improvement. As such, setting out the objectives and targets are the first step in the preparation of a GTP. When developing objectives, site context is important.

### **4.4 Step 4 – Deliver & implement**

Once the GTP is developed and launched, regular monitoring (at least every 12 months) is required by the Hospital and the Steering Committee as part of the implementation strategy. This is to be organised by the appointed TP coordinator who is employed by the Hospital. Travel mode data should be collected and reviewed each quarter.

### **4.5 Step 5 – Recognise process**

The successes of the GTP should be celebrated regularly, for example at key events. The plan should be regularly reviewed and include new ideas, targets and benchmarks. This should be undertaken by the Hospital and the TP coordinator.

## 5. Nepean Hospital Progress

Actions required	Progress
Step 1 - Set up a Steering Committee	In progress
Step 2 - Data Collection & Review Existing Situation	In progress
Step 3 - Prepare the travel plan	In progress (this document)
Step 4 - Deliver & Implement	TBC
Step 5 - Record Results / Recognise Process	Ongoing, once the GTP is in place

### 5.1 Step 1 - Steering Committee

The success of a GTP depends on the initiatives developed, but perhaps more importantly the ongoing management and implementation of the plan. This is achieved through the appointment of a Travel Plan Co-ordinator and establishment of a Steering Committee, which might develop the plan for ongoing management by the Hospital or remain as a key group of ongoing stakeholders once the plan is implemented.

Examples of who might be represented on the Steering Committee include:

- Manager, Health Promotion
- Penrith Council
- Community Representatives (e.g. resident group, bike club, disability advocate)
- Manager, Capital Works
- TfNSW Transport Officer
- Project Officer (either HI or Project Manager)

The Steering Committee for Nepean Hospital (as at 2020/21) comprises:

Table 1 - Nepean Hospital Steering Committee

Name	Title
Kim Kruzic	Travel Plan Co-ordinator/Work Health & Safety Coordinator
Scott Hanson	Energy & Sustainability Business Partner, Total Asset Management, NBMLHD
Peter Hinrichsen	Operations Manager, Nepean Hospital
Linda Stanbury	Health Promotion Manager, NBMLHD
Paul Isaac	Redevelopment Manager, NBMLHD
Larissa Hoyling	Manager, Organisation Development, NBMLHD
TBC	Penrith Council representative
TBC	TfNSW Transport Officer/representative

General enquiries or suggestions can be made to members of the Steering Committee.

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## 5.2 Step 2 – Data Collection & Review Existing Situation

A survey was undertaken in 2016/17 to determine the current travel mode share among current staff and patients/visitors.

A total of 658 staff and 346 public (outpatients & visitors) completed the survey.

The results indicate the following:

- Car is the dominant transport mode of staff, comprising 94.7% of respondents. Alternatives were Bicycle/Motorbike (1.5%), walking (2%), and public transport<sup>4</sup> (1.8%).
- Car is also the principal mode of transport to the hospital for outpatients (85.4%) and visitors (83.7%);
- Respondents who drive cited convenience, lack of public transport (general and shift workers), and need to drop off /pick up a relative enroute; and
- Those who do not drive cited cost, the environment and living close to the hospital as reasons not to drive.

## 5.3 Step 3 – Prepare the travel plan

This GTP represents the preparation of the plan, although when adopted it should be updated and monitored to ensure that the targets are being met or adjusted.

## 5.4 Step 4 - Deliver & Implement

The implementation of the GTP will occur on completion and delivery of the redevelopment. This is the responsibility of the Steering Committee.

## 5.5 Step 5 – Record Results / Recognise Process

It is recommended that the staff travel survey be completed by the Hospital once a year (as a minimum) to monitor and track mode share and to adjust targets and incentives where necessary.

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<sup>4</sup> Bus and/or Train

## 6. Existing Transport Infrastructure

### 6.1 Public Transport

The locality has been assessed in the context of available forms of public transport that may be utilised by prospective staff and visitors. When defining accessibility, the NSW Guideline for Walking & Cycling (2004) suggests that 400m-800m is a comfortable walking distance. Public transport options within these catchments are shown in Figure 6.

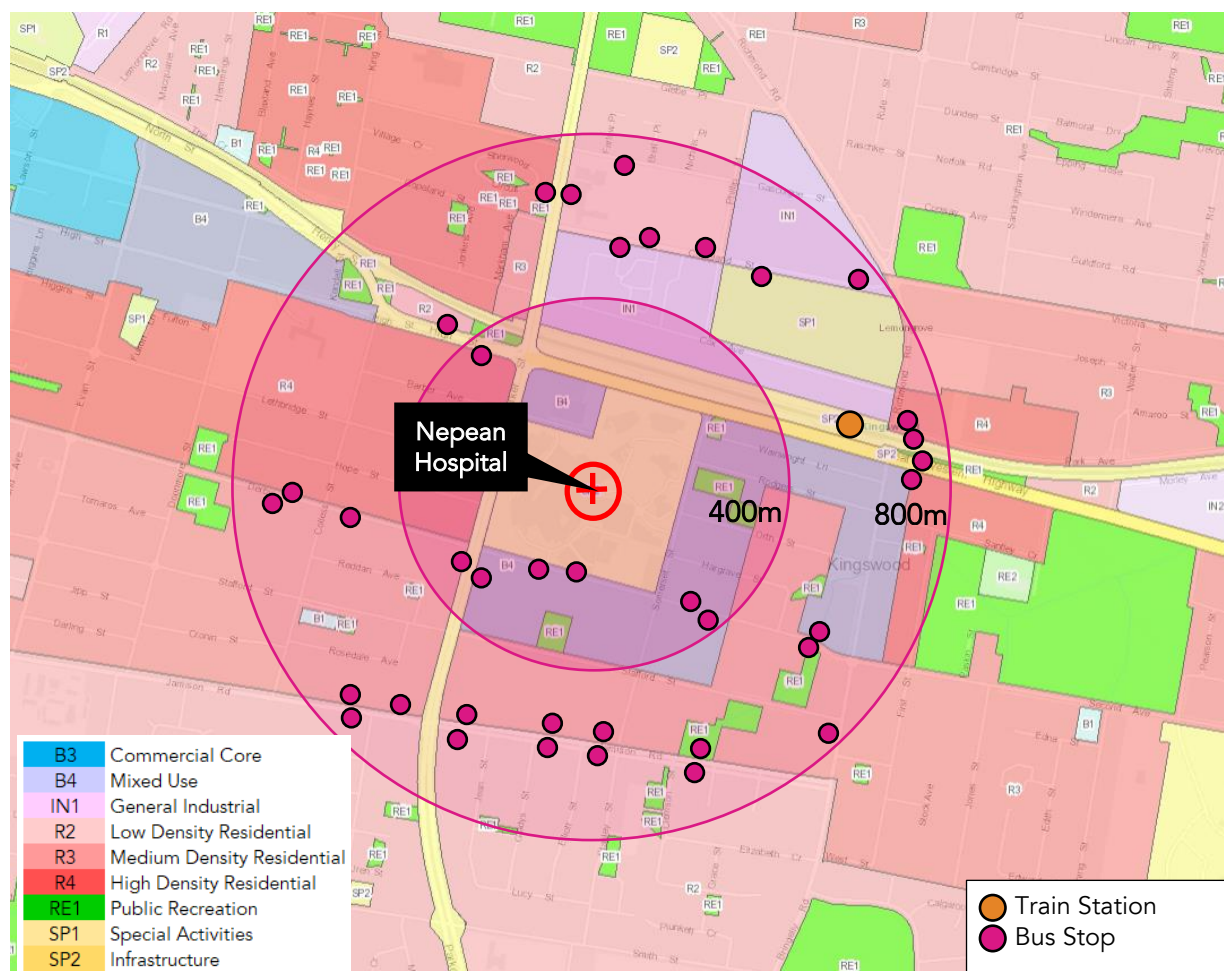


Figure 6 - Public Transport Map

We note that within these catchments the land use is predominantly low, medium and high density residential, with mixed-use business centres to the north, east and south.



### 6.1.1 Bus Services

There are five bus stops within 400m of the Hospital, as summarised below in Table 2 and Figure 7.

Table 2 - Bus Service Summary<sup>5</sup>

Route No.	Frequency	Coverage	Stop Location
677	Every 60-120mins on weekdays; every 120mins on weekends	Richmond to Penrith via Londonderry	<ul style="list-style-type: none"> <li>High St opp Kradle Krayons</li> </ul>
774	Every 30mins on weekdays; every 60mins on weekends	Mount Druitt to Penrith via Nepean Hospital	<ul style="list-style-type: none"> <li>Nepean Hospital Derby St Derby St</li> <li>Nepean Hospital Derby St</li> <li>Derby St before Somerset St</li> <li>Derby St after Somerset St</li> </ul>
775	Every 30mins on weekdays; every 60mins on weekends	Mount Druitt to Penrith via Erskine Park	<ul style="list-style-type: none"> <li>Nepean Hospital Derby St Derby St</li> <li>Nepean Hospital Derby St</li> <li>Derby St before Somerset St Derby St after Somerset St</li> </ul>
776	Every 25-30mins on weekdays; every 60mins on weekends	Mount Druitt to Penrith via St Clair	<ul style="list-style-type: none"> <li>Nepean Hospital Derby St Derby St</li> <li>Nepean Hospital Derby St</li> <li>Derby St before Somerset St Derby St after Somerset St</li> </ul>
780	Every 15-30mins on weekdays; every 60mins on weekends	Mount Druitt to Penrith via Ropes Crossing	<ul style="list-style-type: none"> <li>High St opp Kradle Krayons</li> </ul>

<sup>5</sup> <https://transportnsw.info/>

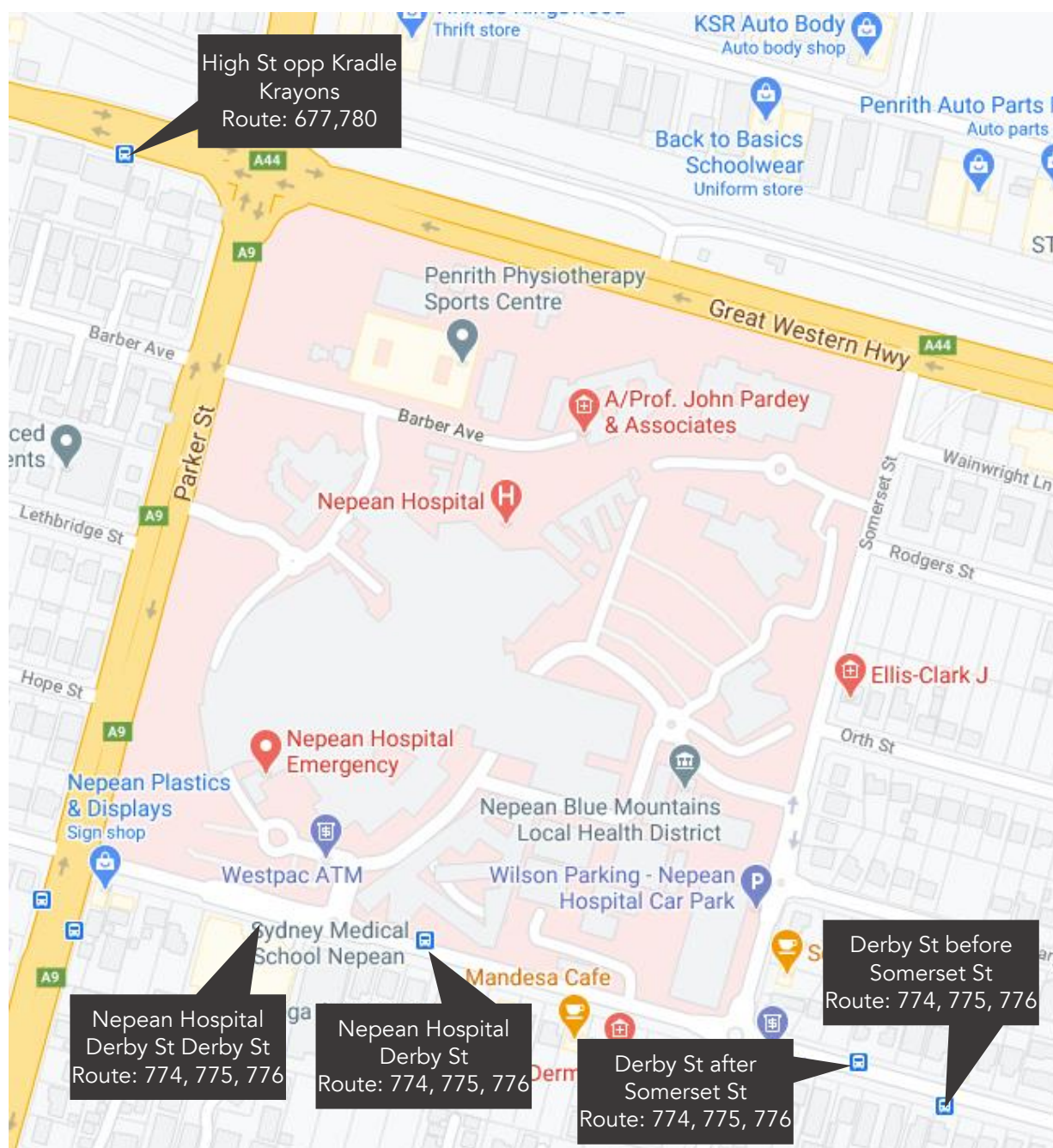


Figure 7 - Bus Stop Locations

The Hospital is relatively well serviced by bus, with a number of routes and regular services (approximately every 30 mins on weekdays) and therefore provides a reasonably attractive transport option for some Hospital-related users, subject to the availability of convenient bus stops close to their home location.

This appears to be confirmed by surveys<sup>6</sup>, which show 4% of outpatients and 4% of visitors utilising bus services to travel to the Hospital. However, only 1% of staff utilise bus to travel to work.

<sup>6</sup> Car Parking Demand Study – March 2017

### 6.1.2 Train Services

Kingswood railway station is located approximately 1.2km or 15mins walk from the Hospital, which is within reasonable walking distance for staff and, potentially, outpatients and visitors. It is recognised that Hospital attendees with walking difficulties may find this a less attractive transport mode share, although taxi connections are available from the Station to the Hospital.

Kingswood Railway Station is operated by the Sydney Train Network and is served by the T1 Western Line, from Emu Plains and Richmond to the City. Services operate seven days a week with city-bound services approximately every 10-15 minutes on weekdays (3:16am-12:19am) and weekends (3:48am-12:02am)<sup>7</sup>.

The distance from the Hospital and relative frequency of services could make heavy rail a reasonably attractive mode share option for some Hospital-related users, subject to the availability of a convenient railway station close to their home location.

This appears to be confirmed by surveys<sup>8</sup>, which show 2% of outpatients and 4% of visitors utilising heavy rail mode share to travel to the Hospital. However, only 1% of staff utilised heavy rail (or a combination of heavy rail and bus) as their mode share option.

It is noted that the pedestrian access to the Station is located at the eastern end of the platform. Whereas the desire line when walking to the Hospital would be to enter/exit the Station at the western end of Platform 2 (the southern platform). Access to the Station could be improved through a new access at the western end of Platform 2 and an improved crossing across the Highway in the vicinity of the Hospital. This would be similar to the arrangement at Redfern Station, where access is provided to the Australian Technology Park, at the far end of Platform 1.

## 6.2 Active Travel

### 6.2.1 Walking

Walking is a viable transport option for distances under 800m (approximately 12 - 20mins) and is often quicker for short trips door to door. Walking is also the most space efficient mode of transport for short trips and presents the highest benefits. Co-benefits where walking replaces a motorised trip include improved health for the individual, reduced congestion on the road network, and reduced noise and emission pollution.

The Hospital campus is surrounded by a reasonable volume of low-density (mostly single storey) residential development (apart from the area to the north of the Great Western Highway which is predominantly light industrial and bulky goods) and the topography of the area is relatively flat. Therefore, walking should be a viable option for persons living within an 800m – 1km walk from the Hospital.

Footpaths are currently provided around the Hospital frontage, which are generally wide and can adequately accommodate two-way pedestrian flow.

The existing pedestrian facilities are considered adequate for the purposes of the Hospital.

<sup>7</sup> <https://transportnsw.info/>

<sup>8</sup> Car Parking Demand Study – March 2017

Walking as an option appears to be supported by surveys<sup>9</sup>, which show 2% of staff, 4% of outpatients and 3% of visitors walking to the Hospital.

### 6.2.2 Cycling

It is noted that the cycling infrastructure in the Penrith region is relatively underdeveloped, with no dedicated bicycle paths in the vicinity of the Hospital (as shown in Figure 8). However, the surrounding road network comprises a grid of “bicycle-friendly” residential roads with relatively level terrain, making cycling a viable method of travel for those comfortable riding on roads.

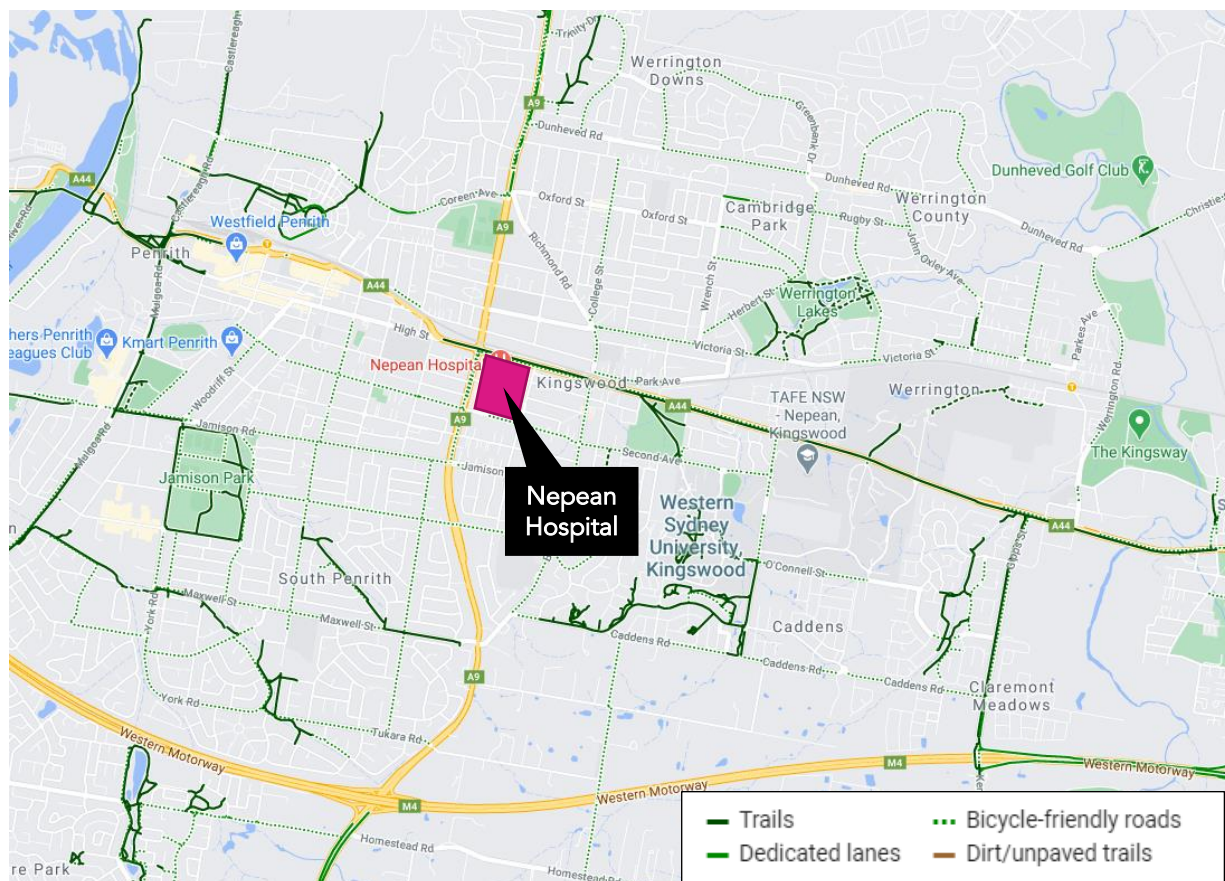


Figure 8 - Cycling Route Map<sup>10</sup>

Consistent with many other hospitals, cycling is likely to be an attractive mode share for daytime staff only, and for those who live within a relatively close distance of the campus.

<sup>9</sup> Car Parking Demand Study – March 2017

<sup>10</sup> Source: Google Maps



## 7. Opportunity and targets

It may not be possible to implement all actionable items at the same time. Therefore, a hierarchy should be considered to assess actions based on the more sustainable option, to enable priority on which should be implemented first.

A suggested travel mode hierarchy is presented below:

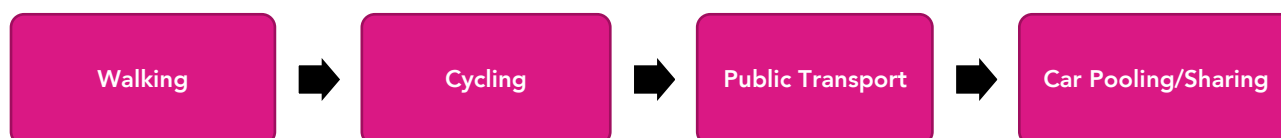


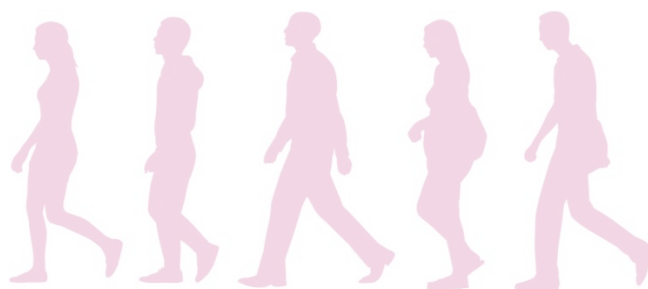
Figure 9 - Indicative Mode hierarchy

Each mode of transport is discussed below. There are a number of actions which will be employed to encourage non-car modes of transport to and from the Hospital.

### 7.1 Walking

Walking is likely to be an attractive option for people who live relatively close to the Hospital. It is a viable transport option for distances of 400-800m and is often quicker for short trips door to door.

Walking is also the most space efficient mode of transport for short trips and presents the highest benefits.



**2% Staff  
Walk to  
Work**

Walkers might include staff, outpatients and visitors; however, staff on early morning or late evening/night shifts would be unlikely to walk for safety reasons. For these reasons, it is expected that walking would only be an attractive mode share for people living locally and working normal business hours.

Co-benefits where walking replaces a motorised trip include improved health for the individual, reduced congestion on the road network and reduced noise and emission pollution. Site observations show that the existing footpath networks and crossing points between the adjoining residential precincts and the Hospital are generally adequate.

Pedestrian access to the Hospital should be separated from the vehicular access.

'Walk to Work Day' should be celebrated to the Hospital on annual basis (<http://www.walk.com.au/wwt/homepage.asp>).

This could also be undertaken as part of the Penrith Relay For Life event.



## 7.2 Bicycle Infrastructure

In our 2016/17 survey 1.5% of the questionnaire's respondents' cycle to the Hospital, however, 17% have advised that they would be interested in cycling if end of trip facilities are provided.

The opening of new facilities at a Hospital provides a good opportunity to change habits (or at least to avoid the continuation of old habits) and in this regard the ability to cycle to the Hospital should be promoted.

Staff members living within 5km radius (considered as a short trip) should be encouraged to ride.

Discussions could be held with Council to ensure a safe and direct cycling path to the Hospital from the nearby residential precincts is prioritised in their future plans.



### 7.3 Bicycle Parking and End-of-Trip Provisions

To improve the future bike usage by day time Hospital staff and visitors, the redevelopment should include:

- Staff bike racks in a secure and convenient location.
- Staff showers and Change Rooms
- Staff lockers



Example End of Trip facility

Additional bicycle racks are being provided as part of the development, as follows:

- 10 at the front of the Stage 2 Building
- 10 near the multi-storey car park

### 7.4 Future Transport Targets - Staff

To encourage and promote more active travel opportunities, the Steering Committee should consider adopting realistic targets that relate to the surrounding transport environment and the distances that staff travel to/from the Hospital. The targets should be set and agreed by the Steering Committee and updated annually (as a minimum) based on the level of success and feedback from staff. The following targets are suggested as a starting point based on these factors:

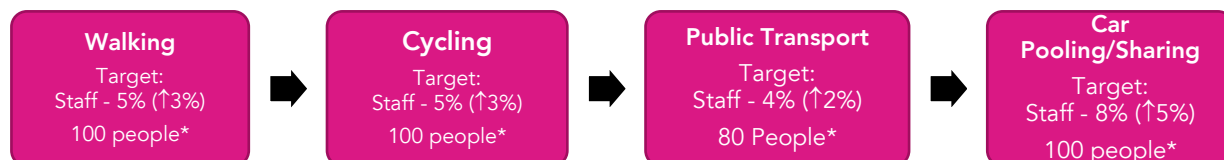


Figure 10 - Transport targets - staff

\* the conversion of % to people is based on the projected day shift and administration staff FTE of 2,006 and represents the number of vehicles that could be removed from the road network (trips) and the car park (parking demand).

In order to update these targets, it is recommended that the Hospital consider carrying out benchmarking by conducting annual (as a minimum) online questionnaires to gain an accurate base from which this data can be improved year on year.

These targets would apply to all staff travelling to and from work on a daily basis.

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## 7.5 Future Transport Targets – Patients & Visitors

Whilst setting transport targets for patients and visitors is difficult for the Hospital to implement, good communications can be used to encourage use of public transport over car use. For example, the Hospital website section “Parking & Transport” could be updated as follows:

- Prioritise public transport in the title, by amending it to “Transport & Parking”
- Stress the convenience of the various bus stops around the campus
- Stress the convenience of Kingswood Train Station (i.e. only 15 mins walk to the Hospital)
- At the beginning of the parking section, stress that the Hospital has limited parking and that the use of public transport is encouraged. This could include messages such as “we don’t want you to be stressed if you arrive for an appointment and are not able to find a parking space, so consider using public transport instead” (or similar)
- Include a section on cycling as an option for someone visiting an inpatient, noting the location of bicycle racks around the campus

## 8. Strategies

There are a number of strategies which can be employed to encourage non-car modes of transport to and from the Hospital. The following table outlines potential strategies that can be adopted in achieving future transport targets.

Table 3 - Potential strategies for adoption to achieve future transport targets

Target	Strategy
<b>Walking</b>	
Encourage staff to walk to work as entire or part of their journey	<ul style="list-style-type: none"> <li>• Work in partnership with Council, Department of Planning and TfNSW to determine whether there are opportunities to improve the pedestrian connectivity to the Hospital. For example, ensure that pedestrians are considered within any planned road upgrades.</li> <li>• Improve signage, wayfinding and lighting</li> <li>• Conduct regular walking and running events (e.g. ParkRun, Beat the Street etc.)</li> <li>• Annual campaigns to promote walk to work days</li> <li>• Provide adequate end of trip facilities and lockers so that staff can leave their uniforms at the Hospital and wear something more comfortable to walk in. This will also help if staff are nervous about being identified as hospital staff as they travel to work.</li> </ul>
<b>Cycling</b>	
Increase journeys to site by cycling	<ul style="list-style-type: none"> <li>• Work in partnership with Council, Department of Planning and TfNSW to determine whether the opportunities to improve bicycle connectivity to the Hospital.</li> <li>• Create maps and bike routes, which link to surrounding key amenities and available facilities.</li> <li>• Provide secure, internal End of Trip facility with bike storage racks and shower and change amenities.</li> <li>• Provide a pool of Hospital-owned bikes for use by staff to undertake the commute or trips during their shift.</li> <li>• Provide facilities on-site for staff and visitors to repair bikes. Ensure visitor bicycle racks are positioned in an accessible and sheltered location that provides good passive surveillance and is easily recognisable to visitors.</li> <li>• Annual campaigns to promote cycle to work days.</li> </ul>

### Public Transport

Increase journeys to work by Public Transport	<ul style="list-style-type: none"> <li>• Review the frequency of the services with operators and TfNSW.</li> <li>• Create a map identifying the location of bus stops/train station and routes and make this available to all staff and visitors.</li> <li>• Improve the promotion of Public Transport on the Hospital website (see Section 7.5).</li> <li>• Promote the use of apps for public transport connectivity (e.g. Opal app)</li> <li>• Discuss with stakeholders, the feasibility of providing entry to the western end of Platform 2 of Kingswood Station.</li> <li>• Engage with a shuttle bus provider to provide shuttle bus services (e.g. BridJ<sup>11</sup>)</li> </ul>
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### Carpooling/Car Share

Improve accessibility to carpooling/car share	<ul style="list-style-type: none"> <li>• Work with carpooling networks to increase the ability for staff to carpool (e.g. ready-made apps such as Liftango, Western Sydney CarPool).</li> <li>• Promote the existence of car share within the building and surrounding areas, via potential promotional campaigns on site.</li> <li>• Engage with a car share provider (e.g. GoGet) to provide spaces/pods within the Hospital. This would provide staff with the ability to undertake short trips during their shift, without having to bring a vehicle to the campus. It would also provide the ability for a staff member to get home in an emergency (and therefore encourage use of other mode shares such as public transport etc).</li> <li>• Provide access to taxi services (e.g. Corporate Uber) for unplanned trips home during a shift (one reason people often state as the reason for driving, is the ability to get home if required; carpooling removes this flexibility, in the absence of a backup taxi service).</li> <li>• Establish a staff car sharing database or matching system.</li> <li>• Provide discounted staff parking for staff who car share, and/or dedicated car share spaces in the most convenient areas of staff car parks (i.e. closest to the Hospital).</li> </ul>
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<sup>11</sup> [www.bridj.com](http://www.bridj.com)



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## 8.1 Workplace Transport Plans

### 8.1.1 General Principles

The core principle in reducing the use of motor vehicles (specifically for day shift or administrative Hospital Staff) is to introduce and promote “Healthy Transport Plans”.

The availability of train, bus, cyclist and pedestrian networks near the Hospital campus, combined with a proportion of staff living within relatively close proximity to the campus, clearly highlights the possibility of introducing a robust and sustainable travel plan.

Travel plans should aim to:

- Encourage staff, patients and visitors to use more sustainable travel options to get to the Hospital;
- Encourage staff to adopt healthy transport choices such as walking and cycling where this is a realistic option;
- Explore car parking needs with Public Transport providers, which may include consideration of park & ride schemes;
- Pursue opportunities for sharing vehicles or transport not only for staff but to explore innovative solutions to minimise journeys;
- Consider journey management and distance covered; and
- Ensure that the Hospital’s actions in respect to transport do not have an adverse impact upon the environment and consequently the health of the population which we serve. There is a requirement to balance the needs of patients, visitors and staff against ensuring protection of the environment for which we all have a responsibility.

Furthermore, there are other methods of shifting the number of staff travelling to work by car by incentivising and increasing the use of carpooling, cycling, and park & ride. However, these forms of transport need to be supported by an incentivised system to make these more desirable than driving.

### 8.1.2 Public Transport

To improve the relative attractiveness of public transport, other transport modes such as driving should be benchmarked against and generally exceed the cost of public transport.

The Local Health District (LHD) could engage with Council/ TfNSW to:

- seek increased bus services at times that staff need to travel;
- review routes; and
- consider the introduction of on demand services (e.g. BridJ<sup>12</sup>).

### 8.1.3 Dedicated Carpooling Space

The Hospital could allocate some dedicated carpooling spaces in convenient locations to promote carpooling by the staff members living in the same areas.

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<sup>12</sup> [www.bridj.com](http://www.bridj.com)

There are many ways to manage carpooling spaces which can be explored in due course. As a start, [number of parking spaces to be completed] are recommended for carpooling with an effective marketing strategy to promote these spaces to the staff members.

Discounted parking fees for use of these spaces could also be considered, to encourage take-up.

#### **8.1.4 Transport Access Guide (TAG)**

To encourage staff and visitors to adopt alternative sustainable transport options, a TAG should be developed to summarise the available transport options.

A TAG is a concise presentation of how to reach the site using low-energy, sustainable and active forms of transport. The aim of a TAG is to make sure people know how to get to the Hospital by walking, cycling or public transport (as well as by car).

A TAG can take many forms (e.g. comprehensive information provided to new staff as part of their induction kit, add a copy to the Hospital website to replace the existing "Parking & Transport" section etc).

Guides may be incorporated into stationery, brochures and sales literature and provided electronically on the website and in emails. An electronic version can be kept on a computer and produced as needed.

Reception and enquiry staff should be familiar with the content so they can advise callers about convenient transport alternatives to car travel.

It is recommended that data is collected on where staff live to determine if there are any high concentration areas where improvement in active transport amenity could be prioritised.

## **8.2 GTPs at Other NSW Hospitals**

To assist Nepean Hospital in formulating and implementing a GTP **ptc.** has conducted desktop research on GTPs prepared for five NSW Hospitals (Randwick Hospital, Lismore Hospital, Liverpool Hospital, Campbelltown Hospital, and Westmead Hospital), summarising the range of initiatives adopted at Hospitals to manage transport demand.

Details are contained in Attachment 2.

## 9. Monitoring and Evaluation

The TP coordinator and Travel Plan Group should monitor and review the sustainability targets.

As a minimum, the GTP should be reviewed on an annual basis, incorporating consultation with staff and visitors and the completion of a regular travel survey.

The annual review should result in an update to the GTP which may include, where necessary:

- Modifications to the previously agreed targets as a result of data collected and analysed.
- Implementation of additional remedial actions if the GTP is not meeting its objectives within the timescales specified. Remedial actions may include but not be limited to, undertaking new or additional monitoring activities to those specified in the GTP.



Encourage staff group rides

The GTP does not only outline actions and strategies but also ensures monitoring and evaluating of those initiatives. This is a crucial part of the travel planning process as it ensures maximum benefits are gained.

Initially, there will be a review of the mode share targets after three months of the completion of the redevelopment, followed by annual (as a minimum) tracking and reassessment.

There may be instances where new initiatives need to be implemented or new targets may need to be set if they are exceeded or too ambitious.

The overall success of the GTP is dependent on good communication between various entities such as the Hospital, the TP coordinator, Penrith City Council and TfNSW or local bus providers. The TP coordinator must ensure all parties including staff are well informed about reasons for adopting the plan, promote the

benefits and provide information about alternatives and initiatives. It is also important to receive feedback through the regular travel questionnaires to ensure staff understand and realise the benefits.

Based on the data collected after each travel questionnaire the TP coordinator can make subsequent changes to initiatives or to the targets set out in the plan. The review of the data should consider the following questions.

- Are the targets still realistic? Are they ambitious? Should they be updated?
- Are there difficulties in achieving particular targets? What are the likely reasons for this? Are strategies available to overcome these difficulties?
- Are there any gaps with regards to actions?
- What is preventing further improvement to mode share and how can this be addressed?

The ongoing cycle of the review process must ensure people's reasons for travelling are considered and understood. Any barriers to changes in their behaviour should be considered as it will help decide the most effective actions to be identified. This review process is also an opportunity to communicate progress to the Hospital community which can encourage more change from feedback of the results.

To ensure that all commuters to the Hospital understand the benefits of sustainable travel, key elements in development and implementation must be practiced. These include:

- Communication – It is necessary to explain the reason for adopting the GTP and all the benefits. Information on alternatives must also be readily available so it is easier for people to make the change.
- Commitment – The TP coordinator must ensure consistent action to help change established habits. By using communication and the provision of necessary resources, impetus can be provided for the Hospital community to switch from using private vehicles.
- Consensus – Broad support is necessary for the introduction of the TP. If it is not received well by the Hospital community the targets will not be achieved.

The GTP progress can also be presented to Council by the TP coordinator after each regular review. This may be a useful communication tools in terms of lobbying Council and/or TfNSW or local bus providers to improve transport infrastructure serving the Hospital. The progress to be presented includes:

- Number of staff;
- Details of mode split (initial questionnaire results);
- Progress towards the mode split targets;
- Success of initiatives (as listed in Section 8 of this document); and
- Details of any rectification measures proposed.

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## Attachment 1    GTP Guide for the TP Coordinator & Hospital

### Steering Committee

- The formation of a Steering Committee should be coordinated by the TP coordinator;
- The Steering Committee will assist in the progress and monitoring of the GTP; and
- The Committee should ensure the notice board is updated regularly (monthly or when necessary) with up-to-date information on sustainable transport.

### TP Coordinator

- Distribute information on sustainable transport options to the Hospital community (i.e. Transport Access Guide);
- Contribute to the promotion of car share and carpooling services;
- Workshops to implement and modify initiatives; and
- Incentives may be issued to staff to encourage public transport use (e.g. competition prizes).

### Information Pack

- Annual Questionnaire – through letter or via URL link;
- Transport Access Guide
- Information on platforms/apps including sustainable transport information; and
- Information on sustainable transport facilities available on-site (i.e. future car share spaces, bicycle parking, etc).

### Annual (as a minimum) Questionnaire

- An initial questionnaire should be done 3 months after completion of the redevelopment to track progress. This can be done through websites such as Survey Gizmo. (<https://www.surveygizmo.com/>); and
- An annual (as a minimum) questionnaire should be conducted by the TP coordinator to collect information on new travel patterns.

### Regular Meetings

- Regular meetings should be held every 6 months (as a minimum), involving the TP coordinator and the Steering Committee members; and
- Sustainable transport should be discussed including feedback from the regular questionnaire data.

## **Attachment 2   GTP initiatives at other NSW Hospitals**



Green Travel Plan Initiatives

Hospital / Initiatives		Public Transport		Cycling		Walking		Carpooling / Car Share		Car Parking		Communication		Governance and Monitoring		Other	
Randwick Hospital	<ul style="list-style-type: none"><li>• Transport info packs</li><li>• Campus Map - public transport</li><li>• Working group with Transport NSW</li><li>• Opal top-up facilities across or near the Campus</li></ul>	<ul style="list-style-type: none"><li>• End of Trip Facilities (EOTF) e.g. showers, lockers etc.</li><li>• Campus Map - bicycle parking, EOTF locations</li><li>• Events such as National Bike Week, Ride2Work Day</li><li>• Bicycle user group incl. investigation of barriers, Buddy Cycling initiative and bike maps</li><li>• A trial with a private bike company for rental bicycles to staff</li></ul>	<ul style="list-style-type: none"><li>• Improved signage and wayfinding</li><li>• Custom and local area walking maps</li><li>• Improved lighting</li></ul>	<ul style="list-style-type: none"><li>• Staff car sharing database or matching system</li><li>• Participate in the website (www.hospitalcarshare.com.au)</li><li>• Offering a subsidised parking rate or preferential parking locations for carpooling staff</li></ul>	<ul style="list-style-type: none"><li>• Review of the current car parking operations contract and policies</li><li>• Co-location of car-share pods with preferable access plans</li></ul>	<ul style="list-style-type: none"><li>• Work with SESLHD public health promotion team - 'Make Healthy Normal' and NSW 'Get Healthy at work' campaigns</li><li>• Transport information packs and personalised journey planning for new staff</li><li>• Obtaining feedback from staff regarding walking issues (e.g. routes and improvements)</li><li>• Trip planning apps to staff</li><li>• Feedback from staff</li></ul>	<ul style="list-style-type: none"><li>• Annual travel survey</li><li>• Parking data and observations of cycle parking</li><li>• SESLHD to monitor the demand for bicycle parking, % staff walking</li></ul>	• Review of fleet management operations									
	<ul style="list-style-type: none"><li>• Promote new bus services (e.g. negotiate with NR Bus lines and Walker's Buses, negotiate with Transport NSW)</li><li>• A campaign to promote active travel to work for staff</li><li>• Pilot public transport campaign</li><li>• Include bus routes and numbers in the Transport Access Guide</li><li>• Provide a dedicated taxi car park</li></ul>	<ul style="list-style-type: none"><li>• Undercover bicycle stands</li><li>• New bike route infrastructure</li><li>• Increase signage on existing routes</li><li>• Include any new bike routes and EOTF in the Transport Access Guide</li><li>• A campaign to promote active travel to work</li><li>• Offer free safe cycling programs for staff and create buddy systems</li><li>• Separate cycle path</li><li>• Annual campaigns to promote cycle to work days</li><li>• Provide regular cyclists with swipe cards to access to the bike rack in the underground car park and lockers</li></ul>	<ul style="list-style-type: none"><li>• Annual campaigns to promote walk to work day</li></ul>	<ul style="list-style-type: none"><li>• Promote car pooling amongst staff using cost saving for behaviour change</li><li>• Host carpooling events</li><li>• Reinstate dedicated car pool car park</li></ul>	<ul style="list-style-type: none"><li>• Consistent on street parking rules and line painting to maximise car parks and on street parking restrictions</li><li>• Consistent on site parking fees for all staff</li><li>• Car Park Management Plan</li><li>• Structure car parking fees - 'pay as you go' rather than 'pay up front'</li><li>• Give staff introduction of paid and restricted parking around the campus</li></ul>	<ul style="list-style-type: none"><li>• Create Transport Access Guide</li><li>• Print and place copies of the Transport Access Guide at all main hospital entrances</li><li>• Online version of the Transport Access Guide</li><li>• Provide information on non-car options on the promotion website</li><li>• Include travel plan information in the Transport Access Guide and travel plan website</li><li>• Calendar of regular communication</li><li>• Staff Travel Expo</li><li>• Incorporate travel data in the information provided on the monitor at the main entrance</li></ul>	<ul style="list-style-type: none"><li>• Promote working from home and/or hot-desking as part time alternatives</li><li>• Monitor use of new bus routes</li><li>• Update and review Transport Access Guide at least annually</li><li>• Quarterly review to track progress on implementation of travel plan actions</li><li>• Annual staff travel survey to track progress of travel plan achievements</li><li>• Monitor transport information (e.g. usage of Transport Access Guides, patronage of new commuter public transport services, feedback from public transport providers, private car usage, number of new carpooling use)</li></ul>										
Lismore Hospital																	

Green Travel Plan Initiatives

Green Travel Plan Initiatives						
Hospital / Initiatives	Public Transport	Cycling	Walking	Carpooling / Car Share	Car Parking	Governance and Monitoring
Liverpool Hospital	<ul style="list-style-type: none"><li>• Staff salary sacrifice MyMulti, MyBus and MyTrain annual passes</li><li>• Campaign to encourage uptake of MyMulti, MyBus and MyTrain annual passes through salary deduction / sacrifice</li><li>• Identify better public transport routes from staff home location maps and advocate to relevant public transport companies and state government departments</li></ul>	<ul style="list-style-type: none"><li>• EOTF (incl. install bike stands, rack, lollipop ring bike parking stands)</li><li>• Promotions and management plan for the secure cage facility</li><li>• Install sign posts directing staff to cycle parking</li><li>• Include EOTF in the Transport Access Guide update and promote via channels listed in Communication</li><li>• Mark on-road bicycle lanes</li><li>• Run and promote cycling skills courses</li></ul>	<ul style="list-style-type: none"><li>• Integration of upgraded footpath</li><li>• Participate in annual walking promotion event (e.g. Global Corporate Challenge / Walk to work Day)</li><li>• Walking for short journeys to walk project</li><li>• Active travel map highlighting walking, cycling and public transport routes and major destinations</li><li>• Develop and fund a cycle to work program, if AustCycle can confirm additional coaching vouchers</li><li>• Walk to work commuter program, recruiting at least 350 people living within 5 km of the hospital</li></ul>	<ul style="list-style-type: none"><li>• Develop carpooling promotions materials highlighting financial benefits of carpooling</li><li>• Western Sydney Carpool program</li><li>• Carpooling event</li></ul>	<ul style="list-style-type: none"><li>• Dedicated parking spaces for carpooling, increasing the number of staff travelling to work via car sharing</li><li>• Conduct parking management study</li></ul>	<ul style="list-style-type: none"><li>• Update Liverpool Hospital Transport Access Guide</li><li>• Print and place copies of the updated Transport Access Guide at all main hospital entrances</li><li>• Online version of the Transport Access Guide</li><li>• Ensure travel plan information incl. TAG and travel plan website is integrated into Liverpool Hospital site orientation for new staff</li><li>• Calendar of regular communication</li><li>• Link activities or presentations to scheduled hospital events (e.g. Hospital anniversary, Grand Rounds and 'Your Say' meetings</li><li>• Staff Travel Expo</li><li>• Pull-up banners showing local sustainable transport options at key locations in Hospital (Staff Travel CHOICES concept)</li><li>• Trial distribution of CHOICES brochure and recruitment to personal journey planning via site inductions</li></ul>
Campbelltown Hospital	<ul style="list-style-type: none"><li>• Create a map identifying the location of bus stops and routes and make this available to all staff and visitors</li><li>• Promote the use of apps for public transport connectivity</li><li>• Improve the promotion of Public Transport on the Hospital website</li><li>• Clear wayfinding signage between the train station and hospital</li><li>• Shuttle bus services</li></ul>	<ul style="list-style-type: none"><li>• Create maps and bike routes, which link to surrounding key amenities and available facilities</li><li>• Provide facilities on-site for staff and visitors to repair bikes</li><li>• Ensure visitor bicycle racks are positioned in an accessible and sheltered location that provides good passive surveillance, and is easily recognisable to visitors.</li><li>• Provide secure, internal End of Trip facility with bike storage racks and shower and change amenities.</li></ul>	<ul style="list-style-type: none"><li>• Work in partnership with Council and RMS to determine whether there are opportunities to improve the pedestrian connectivity to the Hospital. For example, ensure that pedestrians are considered within the proposed RMS road upgrades.</li></ul>	<ul style="list-style-type: none"><li>• Dedicated carpooling space</li><li>• Work with carpooling networks (e.g. Western Sydney Carpool) to increase the ability for staff to carpool</li><li>• Promote the existence of car share within the building and surrounding areas, via potential promotional campaigns on site</li><li>• Engage with a car share provider to provide spaces/pods within the Hospital. This would provide staff with the ability to undertake short trips during their shift, without having to bring a vehicle to the campus</li><li>• Subsidising car share membership</li></ul>	<ul style="list-style-type: none"><li>• Undertake a parking study to identify parking demand, develop parking management strategies and identify opportunities for improved mode share</li></ul>	<ul style="list-style-type: none"><li>• A Travel Plan Co-ordinator and Travel Plan Group</li><li>• Review the Plan on a quarterly basis</li><li>• Annual review of the Travel Plan for any updates</li></ul>

