

CRITERION A5: COMMERCIAL AND FINANCIAL STRUCTURE

A5.3—Car Park

Schedule 41.5
Car Park Plan



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Response Matrix

This Car Park Plan satisfies the requirements for Project Plans set out in Clause 13 of the Project Deed, and schedule 41.5 to the Project Deed for The Northern Beaches Hospital as follows:

Project Deed		
13.3	The Car Park Plan must be fit for its intended purposes.	
Schedule 41 to Project Deed		Document Reference
5.2	The Car Park Plan must be in a form approved by the Client Representative and must include:	
(a)	a Car Park management plan that details:	2.a
(i)	the total number of car bays and the total number of each type of car bay;	2.a.1
(ii)	a traffic assessment validating the parking requirements and how the need will be addressed;	2.a.2
(iii)	the pricing framework (including demonstration of compliance with the NSW Health, Hospital Car Parking Fees Policy—PD2013_031) including any indexation and escalation over the Operating Term	2.a.3
(iv)	access and hours of operation (for delivery of the Services access must be 24 hours per day every day). Total reliance on non-staff operations is not acceptable;	2.a.4
(v)	lifecycle and asset management;	2.a.5
(vi)	staffing levels (to ensure safe and effective car parking operations and to minimise delays and inconvenience to Hospital Users)	2.a.6
(vii)	management strategy; and	2.a.7
(viii)	ticketing and access carding;	2.a.8
(b)	details of the car parking services specification and operating requirements including:	2.b
(i)	space priority;	2.b.1
(ii)	allocation of spaces (staff, Hospital Users etc);	2.b.2
(iii)	disabled parking;	2.b.3
(iv)	shift changeover parking;	2.b.4
(v)	access and car park spaces for ambulances and emergency vehicles;	2.b.5
(vi)	access and car park spaces for VIPs;	2.b.6
(vii)	access and car parking spaces for service and logistical vehicles (including waste removal);	2.b.7
(viii)	motorbikes;	2.b.8
(ix)	bicycles;	2.b.9

(x)	vehicle and user security;	2.b.10
(xi)	access arrangements;	2.b.11
(xii)	management of staff car parking and access;	2.b.12
(xiii)	signage and marketing;	2.b.13
(xiv)	infringement notice arrangements;	2.b.14
(xv)	free parking and drop off spaces (an adequate allocation must be provided with minimum 30 minutes free);	2.b.15
(xvi)	access and car park spaces for volunteers;	2.b.16
(xvii)	access and car parking spaces for Hospital Users experiencing financial hardship;	2.b.17
(xviii)	long term patients/carers (more than eight weeks consecutive treatment reduced rates);	0
(xix)	frequent use arrangements;	2.b.19
(xx)	groups/categories: the following groups/categories of Hospital Users visitors and patients will be eligible to obtain concession rates when parked in a designated gated parking area:	2.b.20
	(A) holders of a road traffic authority issued disabled parking permit;	2.b.20.1
	(B) holders of a blue pension card;	2.b.210.2
	(C) holders of a gold veteran affairs card;	2.b.20.3
	(D) holders of a maroon and yellow health care card;	2.b.20.4
	(E) Centrelink beneficiaries;	2.b.20.5
	(F) ongoing cancer treatment patients;	2.b.20.6
	(G) patients and patient carers attending more frequently than twice weekly;	2.b.20.7
	(H) cardiac rehabilitation education and exercise class attendees;	2.b.20.8
	(I) daily dressing outpatients; and	2.b.20.9
	(J) health promotion education class attendees.	2.b.20.10
(xxi)	proposed reporting framework including:	2.b.21
	(A) financial;	2.b.21.1
	(B) usage;	2.b.21.2
	(C) frequency;	2.b.21.3
(c)	details of the tenure (in years) required for the Car Park facilities (noting that the car park is to return to the State at the end of the Operating Term);	2.c

(d)	the name and corporate details of the service providers;	2.d
(e)	the contractual arrangements proposed and copies of such;	2.e
(f)	the commercial structure proposed; and	0
(g)	the full financial model for the term of the Car Park, outlining:	2.g
(i)	all capital and recurrent cash flows;	2.g.1
(ii)	financing cash flows; and	2.g.2
(iii)	revenue sharing mechanisms with the State.	0

Version Control

Date	Version number	Reviewer	Comment
5 May 2014	V01		Issued with Healthscope Proposal
12 Nov 2014	V02		
23 Feb 2015	V03		Issued to DPE for EIS Stage 2
1 April 2015	V04		Issued to DPE for EIS Stage 2

This plan has been developed and signed off by the Executive, clinical, clinical support and non-clinical leaders of Healthscope.

Endorsement and of this plan and the monitoring of its implementation is actioned by the following governance groups:

- Operational Services Group
- Operating Control Group (PCG)
- Following endorsement of this plan any changes will be through a formal change request to the Operating PCG.

Schedule of Review Points and Updates

Date	Review Points	Updates
5 May 2014	December every three years	6 months prior to Operational Readiness

Compliance

Healthscope will comply (or procure compliance by subcontractors) with all obligations as set out in the Project Deed, including obtaining and maintaining all accreditation requirements and provision of the Services in accordance with Good Operating Practices.

Where a service will be subcontracted, Healthscope will require subcontractors via service agreements to obtain and maintain all necessary accreditation and licenses required by Law and in accordance with Good Operating Practices in order to provide the sub-contracted service. In this Plan, the requirements to be met by all involved in ensuring safety and quality in care and service provision at The NBH.

Glossary of terms

Term	Description
Hospital	Has the meaning The Northern Beaches Hospital
Staff	Employees of The NBH, JMOs, Volunteers, students, trainees and apprentices
Senior Medical Practitioners (SMPs)	VMOs and Staff Specialists
CPOs	Car Park Operators

Executive Summary

As part of the Healthscope team, Luxmoore Parking and Safety has been engaged to ensure that the car parking operations at The NBH achieves the project objectives set out in Section 2.1 of the Car Park Management Deed¹

Estimated Demand

Hospital parking demand is not fixed and will continue to be influenced by many factors. The most significant of these factors applicable to the Hospital include:

- availability and convenience of public transport—the staged implementation of public transport and the lag in the expected delivery will be a critical factor in parking demand
- the convenience and availability of alternative off-site parking options such as in residential streets
- local Council policy regarding timed parking restrictions and enforcement
- Staff numbers and rostering times.

Based primarily on the first two reasons—the lag in public transport supply and the unlikely availability of off-site options—it is recommended that a conservative quantity of parking bays are provided at The NBH from commencement.

Healthscope has used two approaches to estimate parking demand:

- parking bays as a ratio to bed numbers
- expected demand by each of the main user groups at The NBH.

No industry-defined ratio of parking bays to bed numbers is adequate for all facilities. This is reflected in the range of factors currently used by different consultants in preparing various reports for The NBH. Expected parking demand by Staff, Visitors, delivery vehicles and emergency Patients has been calculated on expected mode-share and duration of stay, with an assessment of the maximum peak time demand occurring 1:00-2:30pm due to the expected cross-over of morning and afternoon shifts.

Based on our approach the main factors impacting on estimated demand for The NBH include:

- provision of convenient public transport options is more than likely to lag forecast implementation dates
- mode share by Staff using private vehicles is likely to exceed 82%
- availability of off-site Car Parking options for Staff are unlikely
- general parking demand in the immediate vicinity of The NBH will increase together with growth in employment
- availability of accessible parking (more so than cost) will be a significant factor in Staff retention rates.

Accordingly, it is estimate that 1,430 parking bays will be sufficient capacity to meet demand at The NBH.

¹ Car Park Management Deed, Minter Ellison, 29/11/2013

Car Park Operation Overview

The operation of Car Parks is a specialised field requiring expertise, understanding of technology, audit and control systems which have been tested over many years. Professional management of car parking does not focus solely on maximisation of income. It incorporates optimisation of the use of all available bays, the correct use of parking by specified user groups, provision of a high level of customer service and security and the production of detailed management information and statistics on usage, patterns of demand, income and costs per bay. These activities will be regulated in the form of Key Performance Indicators (KPIs), as part of a formal parking management agreement with a professional car parking operator (CPO).

Car Park Design

Traffic patterns have been configured to accommodate a quick flow of vehicles into the Car Park, and an easy circulation to and within the different decks. Similarly, safe and efficient pedestrian movement will be available by providing dedicated and highly visible pedestrian pathways to a well-lit external walkway with clear wayfinding signage.

The Car Park is designed to accommodate the two primary users—Staff and Visitors—in the most convenient way aligned to their usage patterns. Staff will park for longer periods and account for a significant number of the overall volume of vehicle movements. Visitors will predominantly park for shorter periods, but will also make up a large portion of vehicle movements. Staff will thus require more car bays for longer periods, which is accommodated within the design of the Car Park by allocating Visitors parking closer to the ground level, while Staff will enter through a Staff-only boom gate to a nested area on the remote levels.

A visible parking office will be positioned near the major pedestrian access point on the ground level.



CARE

Reinforcing The NBH emphasis on caring for the community, the Car Park will provide a safe, efficient and friendly environment for both Staff and Visitors, appropriate to the patrons and in keeping with its primary purpose as a Facility serving the Northern Beaches.

Operational efficiency

Sophisticated and reliable automated parking access and revenue control technology will be installed in the multi-storey and the on-grade (surface) Car Parks.

Within the multi-storey Car Park, all external vehicle entries and exits will be fitted with boom gates, access device proximity readers and/or ticket machines.

On applying for parking, Staff members will be issued an autonomous access device, separate to their hospital access card. Managing Staff access in this way provides effective control and management of the use of the Car Park, especially at times of peak demand.

For Visitors, payment must be completed at a pay station prior to returning to their car. These will be located at all major pedestrian entry points. Additionally, a customer service officer will be available at the centrally located ground floor parking office to assist with queries. Payment options will include coin, note, credit card and mobile phone.

Equipment and Reporting

With customer safety as a primary concern, the fixed equipment devices (such as pay stations and ticket machines) will be within the ambit of CCTV and connected to a high quality intercom. The opportunity for both vision and voice contact at each device will increase security and on-Site customer service. Staff and Visitors will be able to press the Help button on any device and speak with a customer service officer.

The Car Park equipment, to be finalised during design development, will provide reliable and durable service to all Hospital Users and accurate and timely management and financial information, which can be disseminated into comprehensive reporting for both Healthscope and the State.

Detailed reporting will be produced on a daily basis monitoring Site activity. CPOs use transaction, duration and financial data available from parking equipment to analyse the performance of a Car Park, so as to optimise the use of bays and thereby maximise revenue. Data is also used to monitor equipment faults, maintenance and the manufacturer's recommended life cycle for spare parts.

The Car Park management system will integrate boom gate, ticket and Staff access device technologies to ensure a consistent level of control and management, irrespective of where Staff park. This will be complemented by a Parking Bay Indicator System which will advise Visitors of the current availability of vacant bays, before they enter the Site and the specific Car Park location.

The Car Park will have several entry and exit lanes and payment machines, thus if one is 'down' others will operate. The equipment will have UPS backup in case of a power failure. In the case of a total and extended power failure or an emergency, the boom gates will automatically raise to permit exit.

Staffing

Car Park Staff will be required to attend to daily duties; accessing device management, providing customer service for Visitors, dealing with lost tickets and troubleshooting any machinery malfunctions.

A dedicated security presence, in the form of security guards, will be in place for the Car Park each day 4:00pm-6:00am; offering visibility, especially during the Hospital afternoon and evening shift change over.

The staffing structure proposed for the deck Car Park will capably service a Car Park of this size, in conjunction with sophisticated operating technology including automatic payment machines, intercoms, CCTV and the support of a remote Customer Control Centre with the ability to call in service, security or other Staff.

Procedures and Reporting

The CPO will provide a suite of operating procedures that cover all aspects of operating multi-user parks. All operating procedures will be tailored to ensure complete integration with the operations of The NBH.

Regular reports generated by the equipment management system and the CPO will detail and summarise information regarding:

- vehicle volume and usage statistics by Staff and Visitors
- income and financial statistics, including banking reconciliation, debtors and Staff deductions
- customer service data
- reports on maintenance and facility management
- details of recurrent and occasional reimbursable enquiries
- details of faults and downtime of each device
- recommendations on improvements to the level of service and increased usage of the car parking
- detailed list of all price categories and all fees
- details of any pre-paid parking, deposits, uncleared credit amounts and infringement issues and collections.

The CPO will evidence a commitment to apply effective quality practices in the workplace, demonstrating responsible environmental performance and providing a safe environment for all of its employees and customers in order to achieve consistent and continuous improvement in its business operations.

A comprehensive Car Park Operations Manual produced prior to commencement by the CPO, will incorporate the following:

- Traffic management plan: for motor cars, motorcycles and bicycles including the management of peak demand at shift changeover and parking for disabled clients, emergency vehicles, ambulances and service and waste collection vehicles
- Parking fees and payment plan: including discounts and any arrangements with long-term users, Staff, Visitors, voluntary, concession permits and other groups
- Wayfinding and signage program
- Infringement service and management for on-grade parking
- Standard Operating Procedures (SOPs): including dealing with incidents and reporting for insurance purposes
- Customer service and feedback processes: including intercoms and remote monitoring
- Service and maintenance standards: including the maintenance of all access control equipment
- Administration requirements: including financial, operational and compliance reports as well as auditing requirements
- Banking and cash collection: including cash-in-transit and top-up of payment machines

- Security, alarms and disaster strategy
- Asset maintenance
- Cleaning, including of oil spills and graffiti
- Cleaning roster and specification
- Emergency procedures for CPO Staff and all patrons
- Resource details and costing of all Car Park operations and security personnel to maintain a 24/7 presence
- Training and induction programs
- WHS requirements including quality and safety.

Fees

Parking charges will be levied on Staff and Visitors in accordance with agreed parking charges and annual increases that were specified in the Car Park Management Deed. Parking charges will be escalated by CPI in accordance with the Car Park Management Deed.

Parking charges in the multi-storey Car Park for both Staff and Visitors will be levied on a 'pay as you use' or permit basis in arrears. On-grade parking facilities authorised Staff will display a permit for that facility or use an access card to obtain entry.



1. INTRODUCTION AND PURPOSE

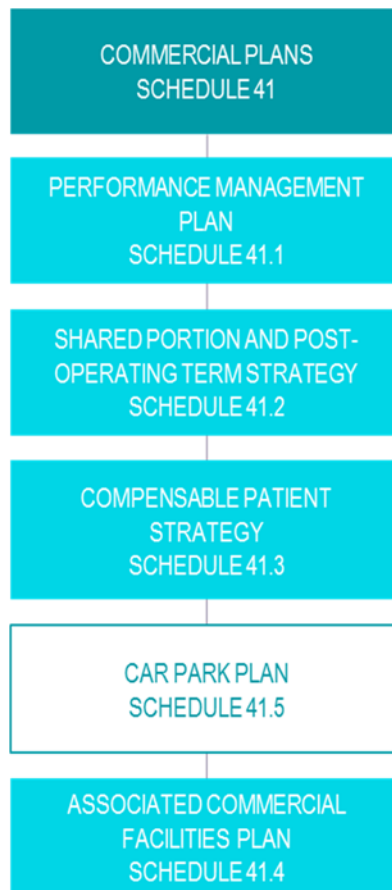
1.a Introduction

Capturing the needs of Public and Compensable Patients, Healthscope and the requirements of the State, our proposal involves; a 1,346 multi storey Car Park, 41 space on-grade car park and 43 spaces for ancillary precinct-wide development, including emergency vehicle parking, bicycle parking, drop off/pick up spaces commercial vehicle parking, landscaping and road works. We have also included expansion capacity for the hospital and Car Park.

1.b Schedule structure

The Car Park Plan is a core component of the Commercial Plans as specified in Schedule 41.5 of the Project Deed and a critical element within the overall Operating Term.

Figure 1: Schedule 41 - Commercial Plans



1.c Purpose

The purpose of the Car Park Plan is to describe Healthscope's approach to the provision and management of car parking on the Site, including the multi-storey solution proposed which includes:

- Capacity
- Access and traffic management
- Customer service and fees
- Reporting and revenue collection
- Facility and asset management
- Security
- Compliance with WHS.

2. PROJECT PLAN REQUIREMENTS

This Car Park Plan complies with and is structured to align to the requirements as set out in Schedule 41.5 Car Park Plan and Clause 13, Volume 5 of the Project Deed. Please refer to the Response Matrix supplied for cross-referencing. The car parking capacity, method of operation, fees, revenue control and management reporting is fully compliant with the brief.

2.a Car Park management plan

2.a.1 Car bay numbers and type

The total of 1,430 bays for parking will be located across two facilities as per Table 1:

Table 1: Total bays

Parking Type	Location	Spaces
Public Parking	Multideck Car Park	1034
Staff Parking	Multi deck Car Park	312
Staff Parking	Eastern surface car park	41
Emergency Vehicle Parking	Ambulance	6
	Emergency Vehicles	4
	MHU Emergency Vehicles	1
Drop off spaces	Emergency	6
	Main Entry	5
	Main Entry taxi drop off	3
	Main Entry Transit vehicles	4
	Main Entry Transit drop off	3
Commercial vehicle parking	Loading Dock	6
	Contractors and Couriers	4
	Mortuary Hearse	1
TOTAL OVERALL SPACES		1430
On-grade		117
Accessible		20
Ambulance and emergency		21

2.a.2 Traffic assessment validating parking requirements

Table 2 displays peak hour demand for spaces during shift crossover time 1:00-2.30pm on weekdays. Table 3 shows the detailed assessment of overall parking requirements from which the Table 2 data is derived.

Table 2: Peak hour demand²

User	Estimated volume of Parkers per weekday	Peak hour demand
Hospital Staff parking	1025	922
Specialists / VMO	150	150
Visitor parking	428	58
Deliveries and volunteers	57	23
Emergency admissions	91	18
Consulting	489	98
Outpatients	129	26
TOTAL	2,369	1,295

Table 3: Estimated NBH Staff parking demand

Split	User profile	Number
%	Hospital Staff parking - FTEs	1,573
100%	Full and part time workers	1,573
83%	Work weekdays	1,306
70%	Rostered in morning	914
20%	Rostered in evening	261
10%	Rostered in night	131
	Total weekday morning Staff	914
	85% of Staff drive to work in morning with 100% parking on-Site (A)	777
	Total weekday evening Staff	261
	95% of Staff drive to work in evening with 100% parking on-Site (B)	248
	Total w/day night Staff	131
	100% weekday night drive to work, 100% park on-Site	131
90%	Peak hour volume 1:00-2:30pm (A + B)	922
Split	Visitor parking	Number
%	Beds	488
100%	Assumed Bed occupancy	
1.20	Visitors per bed per day	
	Total visitors per weekday	586
90%	Visitors drive	527
1.20	Visitors per car: Number of cars	439

² Refer to detail in **Error! Reference source not found.**

Split	User profile	Number
95%	Visitor cars park on-Site	417
10%	Visitors in morning (C)	42
35%	Visitors in afternoon (D)	146
55%	Visitors in evening	229
2.25	ALS (Average duration)	
2.67	Bay Turnover 10:00-4:00pm	
	Maximum bays required per week day	71
30%	Peak hour volume (C + D)	57
Split	Deliveries and Volunteers	Number
	Number of deliveries per day	30
	Number of Volunteers per day	30
95%	Drive and park on-Site per day	57
70%	In morning (E)	40
30%	In afternoon (F)	17
3.50	ALS (Average duration) (delivery 1 hour, volunteer 6 hours)	
2.00	Bay Turnover 9:00–4:00pm	
	Max. bays required per weekday	29
40%	Peak hour volume (E + F)	23
Split	Emergency admissions	Number
	Emergency admissions	114
80%	Drive and park on-Site per day (G)	91
3.20	ALS (Average duration)	
3.13	Bay Turnover 10:00am–8:00pm	
	Maximum bays required per weekday	29
20%	Peak hour volume (G)	18
Split	Consulting + Renal Dialysis + Day Medical	Number
	Consulting suites	35
	Chemo patients	3930
	Dialysis patients	7800
	Other patients	128,800
	Total patients p.a. (128,800 + chemo + dialysis)	140,530
	Sessions p.a. (46 weeks, Mon–Fri)	8,050
	Patients per session	16
	Patients per weekday [Total patients ÷ (46*5)]	611
80%	Drive and park on-Site per weekday	489
50%	In morning (H)	244

Split	User profile	Number
50%	In afternoon (I)	244
1.95	ALS (Average duration)	
3.59	Bay Turnover 9:00–4:00pm	
	Maximum bays required per weekday	136
20%	Peak hour volume (H + I)	98
Split	Ambulatory	Number
	Outpatients	161
80%	Drive per and park on-Site per weekday	129
50%	In morning (J)	64
50%	In afternoon (K)	64
1.95	ALS (Average duration)	
3.59	Bay Turnover 9:00–4:00pm	
	Maximum bays required per weekday	36
20%	Peak hour volume (J + K)	26
Peak hour volume of bays required		
Staff		922
Specialists/VMO		150
Visitors		57
Deliveries and Volunteers		23
Emergency Admissions		18
Consulting including dialysis and chemo		98
Outpatients		26
Peak hour total volume, bays required		1,294

2.a.3 Pricing framework

Commencing with the fee structure provided in the forecast annual NSW Ministry of Health car parking fee policy for 2013³, the fees have been escalated based on our assumed annual increase in CPI of 2.2% to 2018. Rounded figures have been provided for the actual fees to be charged in 2018 (financial year 2019).

Table 4: Tariff assumptions

	Jul-13	Jul-14	Jul-15	Jul-16	Jul-17	Jul-18	Fee to be charged F/Y 2019
Up to 15 mins FREE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	*\$0.00

³ Hospital Car Parking Fees Policy: Campuses which are subject to car parking development, Policy Directive, NSW Government Health, 20 September 2013

Up to 60 mins

Up to 120 mins

Up to 180 mins

Up to 240 mins

Rates Removed- Commercial-in-Confidence

Up to 300 mins

Maximum daily fee

Staff fixed weekly fee

The NBH will provide all Visitors with the first 30 minutes of parking free of charge from the time of entry.

The NSW Ministry of Health parking policy directive³ incorporates concessions for several types of parkers. We have assumed usage by these categories as per Table 5.

Table 5: Concession parking assumptions

Category	Luxmoore assumed usage	Note
(a) holders of a RTA issued Disabled Parking Permit	4%	Unknown
(b) holders of a Blue Pension Card	1%	Unknown
(c) holders of a Gold Veterans Affairs Card	5%	-
(d) holders of a Maroon and Yellow Health Care Card	0%	Unknown
(e) Centrelink beneficiaries	4%	Unknown
(f) ongoing cancer treatment patients	Approximately 3,930 pa (2018/19) over 5 days— modelled on chemotherapy demand	-
(g) Patients and Carers attending more frequently than twice weekly	Approximately 7,800 pa (2018/19) over 6 days—modelled on dialysis demand	-
Total visitor parkers with concession	14%	

These usage assumptions impact only on Visitor parking. While concessions may affect 14% visitors, some will still pay a fee although significantly discounted; accordingly we have deducted only (50% * 14%) 7% of the Visitor parking revenue.

2.a.4 Access and hours of operation

The multi-storey Car Park

With user convenience a priority, the traffic pattern is designed to accommodate a quick flow of vehicles into the Car Park, with fluid circulation to and within the different decks. Similarly, safe and efficient pedestrian movement will be available via dedicated and highly visible pedestrian pathways to a well-lit external walkway, with wayfinding signage clearly directing users to the hospital entry and back to the different levels upon their return to the Car Park.

All car parking facilities will be fully accessible to Staff and Visitors 24/7. By staffing the multi-level Car Park 24/7, Healthscope will deliver an efficient operation, with the ability to respond to any security events in accordance with the requirements of the Services Specifications. The configuration of parking bays within the Car Park will integrate with efficient and safe vehicular and pedestrian movements.

Restricted access areas for night time Staff parking and for disabled parking permit holders will accommodate specific safety and access needs.

The on-grade car park

A boom gate and proximity card reader will restrict on-grade car park access to Senior Medical Practitioners (SMPs), but may be used for Staff overflow if required. While the on-grade car park will be available 24/7, it is not expected to be used after 8:00pm.

Table 6: Allocation of Parking

Parker Category	Parking Zone	Capacity
Multi-storey		
Staff only	Basement B1 + B2	308
All visitors	Upper level G-7	1018
Ground Level		
Disabled and Ambulance and Emergency	Ground	37
Deliveries & Services		26
GRAND TOTAL		1389
VMO + Staff	On-grade	41
TOTAL		1,430

2.a.5 Lifecycle and asset management

In specifying the access card revenue control system for the Car Park, a proven, reliable and durable system will be required, which, as a minimum meets the following criteria:

- high speed proximity card reader and ticket issue
- high speed boom gates
- seamless interface with a licence recognition system for additional security
- digital intercom connection from all devices to the CPO with automatic options for diversion to security or a call centre
- intercom to integrate with CCTV for added customer assistance and security
- zoned nested parking areas for Staff
- ability to 'read' concession cards and issue a discount payment by coin, note, credit card and mobile phone
- various permutations of proximity cards e.g. by days or time or number of visits or value
- parking bay indicator system displaying the availability of vacant spaces
- comprehensive financial, transaction, event and management reporting.

In relation to all services and maintenance contracts, the following requirements will be met:

- a minimum three year warranty
- fixed prices for preventative and reactive maintenance for 10 years
- KPIs for effective repair of equipment to ensure minimum downtime.

An asset management schedule will specify programmed maintenance for lighting, signage, lifts, line marking, and painting and safety barriers.

2.a.6 Staffing levels

In order to ensure safe and effective car parking operations and to minimise delays and inconvenience to hospital users, the Car Park will be staffed at all times by suitably trained personnel in customer service and using the access and revenue control equipment.

The CPO staffing levels proposed in Table 7 are typical of an automated 24/7 parking facility whereby the Site Staff will be supported by a 24 hour remote Customer Service Centre. All potential CPOs have central monitoring facilities linked at all hours to their Car Park facilities and managers.

Table 7: Proposed staffing

Role	Staffing
Site Manager	Monday to Friday 8:00am—5.00pm On call 24 x 7
Administration Assistant	Monday to Friday 7.00am—3.00pm
Customer Service Officer	Monday to Sunday 6.00am—2.00pm 2.00pm—10.00pm
Security Guard	Monday to Sunday 4.00pm—6.00am
24 Hour Customer Service Centre	Monday to Sunday 24 hours a day

On all days, other than between the hours of 10:00pm–6:00am, there will be at least two Staff present in the Car Park.

Car Park Staff will be required to attend to daily duties, managing the Staff access device, providing customer service for Visitors, assisting with lost tickets and trouble-shooting any equipment malfunctions and reporting.

2.a.7 Management strategy

Detailed reports will be produced on a daily basis monitoring Site activity. Every specialist CPO uses transaction, duration and financial data available from parking equipment to analyse the performance of a Car Park, to optimise the use of bays and thereby maximise revenue. Data is also used to monitor equipment faults, maintenance and the manufacturer's recommended lifecycle for spare parts. Healthscope will produce and validate reports and other information required by the State.

The Car Park management system will integrate boom gate and Staff access device technologies to ensure a consistent level of control and management, irrespective of where Staff choose to park. This will be complemented by a Parking Bay Indicator System which will advise drivers of the current availability and location of vacant bays, before they enter the Site and specific Car Park levels.

The Car Park management systems and procedures employed by the CPO, in combination with the information available from the proposed Car Park technology, is appropriate for multi-storey and the on-grade car park. The system will provide not only reliability to users, but also offer comprehensive reporting for both Healthscope and the State.

2.a.8 Ticketing and access carding

Sophisticated and trialled automated parking access and revenue control technology will be installed in the multi-storey and the on-grade (surface) Car Parks.

In the multistorey Car Park, external vehicle entries and exits will be fitted with boom gates, access device proximity readers and ticket machines. There will be a minimum of two dedicated 'Staff only' entry and exit lanes, thus facilitating rapid entry/exit at peak demand times.

2.b Car parking services specification and operating requirements

2.b.1 Space priority

Priority will be given to authorised Staff and SMPs especially during the afternoon shift crossover time. Visitor parking will be subject to availability especially during shift crossover times; priority in the Visitor parking area will be given to disabled parkers, emergency vehicles and ambulances.

2.b.2 Allocation of spaces

When a Staff member applies for parking, they will be issued an autonomous access device, separate to their hospital access card. This device may take the form of a proximity card or an eTag. Each device will be assigned certain access properties incorporating specified parking locations and times of use. The device will be programmed with anti-passback which precludes multiple consequent entries or exits. The device must exit before it can enter again. A Staff member will have the option to enter into a nested Staff zone (via a second boom gate) within a short period of time of entry to the Car Park, or park in the public Car Park.

The hospital Staff device will integrate with the Car Park management system and with The NBH's personnel records database, however CPO Staff will have limited access to the personnel records.

For Visitors, payment must be completed at a Pay Station, located at major pedestrian entry points, prior to returning to the car. Additionally, a customer service officer will be available at the centrally located ground floor parking office to assist with queries. Payment options will include coin, note and credit card but not Eftpos. All credit cards will be validated in real time over the Internet by a credit clearance house. All equipment devices and other procedures will be fully PCI (Payment Card Industry) and EMV (Euro Master and Visacard) compliant which will ensure the encryption and protection of credit card numbers and permit secure payment by 'wave and pay'. The equipment purchased will incorporate the option to pay by mobile phone, when this method becomes more popular. Credit cards may also be used directly at the exits instead of at the Pay Stations to save time.

A maximum number of 1,172 bays will be required during the weekday shift crossover time.

Table 8: Weekday shift crossover demand

	Expected duration (hours)	Volume in morning	Volume in afternoon	Volume in evening	Volume p/d on weekends	Mon—Fri peak time bay demand (shift crossover)
Staff	8.00	777	248	131	267	922
SMPs	8.00	150	150	40	20	150
Visitor	2.25	42	146	229	257**	57
Deliveries & volunteers	1.00 6.00	40	17	-	-	23
Emergency admissions	3.20	30	31	30	91	18
Consulting	1.95	244	244	-	-	98
Outpatients	1.95	64	64	-	-	26
Total bays		1,347	900	430	635	1,294
Notes	- Percentages relate to the number of turnovers/bay by each category e.g. Visitors stay 2.25 hours on average will turnover each bay twice in the morning. - Assume that weekend Visitor volumes per day are 60% of weekday volumes (0.6 * 428)					

These conservative estimates illustrate that the morning demand will only be slightly less than the peak time demand during Staff changeover.

2.b.3 Disabled parking

These bays will be located on the ground floor, close to disabled pedestrian access. The layout and design will comply with the most recent Australian Standards.

It is estimated that 20% of Visitors and consulting Visitors (pick up/drop off a Patient) plus emergency admissions and outpatients may require disabled parking facilities on the ground floor close to the pedestrian access to the hospital. Based on a peak demand of 205 spaces by all these categories at any time, 41 accessible parking spaces will be provided on the ground level. This is equivalent to 3.04% of total spaces in the multi-storey and 2.87% of total parking Onsite.

2.b.4 Shift changeover parking

The shift crossover parking demand estimated at between approximately 1.00pm–2.30pm on weekdays will be accommodated by clear bay vacancy signage communicated to Staff parkers prior to entry from 12 noon. These Staff will first be advised of vacancy in the upper Staff only levels of the multistorey. When this zone reaches capacity the Parking Bay Indicator System will direct Staff to the basement levels. After 2:00 pm Staff may enter either the upper levels or the basement levels. Vacancy in both zones will continue to be advised to Staff prior to entering the Car Park.

If at any time both the upper level and basement levels are full (for a short period) Staff will be directed to and permitted to park within the level 1 Visitor's area without penalty. A licence plate recognition camera (LPR) system will record and separate out the registration number of Staff cars who entered when both upper and basement zones were full, and will ensure these Staff are not penalised when they exit.

The security officer will patrol the upper levels of the Staff parking zone from 4:00pm–8:00pm to provide a presence for afternoon Staff who will be returning to their cars and exiting during these times.

2.b.5 Access and Car Park spaces for ambulances and emergency vehicles

20 bays will be allocated exclusively for ambulance and emergency vehicles, adjacent to the Emergency Department.

2.b.6 Access and Car Park spaces for VIPs

Visitor bays on level 1 can be set aside and marked off with removable bollards based on prior request for such parking. Alternatively, VIPs can be accommodated in the on-grade car park, with pre-registered entry facilitated via the intercom.

2.b.7 Access and car parking spaces for service and logistical vehicles

These vehicles will be able to access the ground level. If regular users, they will be provided with a proximity access card, otherwise they will be required to take a ticket.

2.b.8 Motorbikes

Specific motorcycle bays will be accessible for Staff on the upper levels. Motorcyclists will be issued with proximity access cards.

2.b.9 Bicycles

Provision for public bicycles will be on the ground level together with a separate area for Staff cyclists. Access to the Staff cycle storage area will be controlled by their hospital ID card.

2.b.10 Vehicle and user security

The Car Park design will incorporate CPTED principles. It will be well lit and regularly patrolled by Car Park Staff. CCTV will focus on the pedestrian access points and the lift lobbies and all parking devices. Security Staff will patrol the Staff parking zones in the evening, with timing to be in accordance with a program to be determined for security services. The Car Park will be accredited with the NRMA/NSW police. Duress points will be provided at lobby areas.

Pedestrians will not be permitted to use the entry/exit lanes or the vehicle ramps.

2.b.11 Access arrangements

The Car Park will be available to all Hospital Users 24/7. From 8.00pm–6.00am on weekdays and on weekends and public holidays only 1 entry and 1 exit lane will be open for all Hospital Users. The other lanes will be closed off with roller doors. CCTV will monitor all lanes.

2.b.12 Management of Staff car parking and access

Staff proximity cards will be issued from the CPO Onsite office according to a documented authorisation agreed procedure with the hospital. Proximity cards will be matched to Staff ID card details. Proximity cards will require a \$XX refundable deposit to encourage return and code-out when they are no longer required. Replacement cards will incur a \$XX fee.

Detailed regulations for the use of Staff parking cards and zones will be available to Staff through the recruitment process and information, during orientation and on The NBH intranet.

Payment for Staff parking will be via fortnightly salary deduction in advance. Staff may temporarily terminate use and cost of their card for a minimum period of two weeks by prior notification. Staff may not store their vehicles at the Car Park for more than 48 consecutive hours.

2.b.13 Signage and marketing

The Car Park will be well signed with statutory, safety, directional and identification signage as well as conditions of entry and use. Additionally a dynamic message Parking Bay Indicator System will provide information on zone based availability of spaces for Staff and visitors.

Fees and payment options will be promoted prior to entry and at all points of access for visitor parkers.



2.b.14 Infringement notice arrangements

The boom gate control system and the conditions of entry and use will preclude the need for infringements however, if required, authority to use infringements will be obtained.

2.b.15 Free parking and drop off spaces

All Visitors and disabled parkers will be provided with the first 30 minutes parking free of charge.

2.b.16 Access and Car Park spaces for volunteers

Volunteer car spaces will be provided in the Visitors parking area. Volunteers will need to obtain authorisation of free parking from the hospital. Regular volunteers can be issued with a proximity access card which will provide restricted use parking in the Staff areas.

2.b.17 Access and car parking spaces for Hospital Users experiencing financial hardship

No specific bays will be allocated to this category. These Hospital Users can obtain a follow-up ticket which can be used to discount or eliminate payment. An external remote validation unit will be available at the hospital and at the Car Park office to process these tickets.

2.b.18 Long term patients/carers

Patients admitted for more than eight weeks consecutive treatment will receive reduced rates (and their Carers). No specific bays will be allocated to this category, however, these Hospital Users can obtain a follow-up ticket or temporary proximity access card which can be used to discount or eliminate payment. An external remote validation unit will be available at the Hospital and at the Car Park office to process these tickets.

2.b.19 Frequent use arrangements

Frequent use patrons can obtain a restricted use follow-up ticket or a proximity access card which defines their user option. No specific bays will be allocated to this category.

2.b.20 Groups/categories

The following groups/categories of Hospital Users will be eligible to obtain concession rates when parked in a designated gated parking area:

- holders of a road traffic authority issued disabled parking permit
- holders of a blue pension card
- holders of a gold veteran affairs card
- holders of a maroon and yellow health care card
- Centrelink beneficiaries
- ongoing cancer treatment Patients
- Patients and patient Carers attending more frequently than twice weekly
- Cardiac rehabilitation education and exercise class attendees
- Daily dressing Outpatients
- Health promotion education class attendees.

All of these users (Refer Table 5) will be required to provide appropriate proof that they hold or are entitled to the concession in order to obtain concession rates when they pay for Visitors' parking.

2.b.21 Disaster alert strategy

A detailed emergency disaster management procedure will be provided by the CPO and drills will be conducted at least four times a year. The Disaster Management Plan will be coordinated with the Hospital Disaster Management Plan.

2.b.22 Quality assurance

The CPO will provide details of its QA policy and audit procedures in accordance with Healthscope operational requirements prior to commencement.

The CPO will be required to meet all requirements of contractors in accordance with Healthscope and The NBH policies and systems, including compliance with relevant policies.

2.b.23 Work Health and Safety

Safety within the setting of Car Parks is the highest priority both for users and workers. The CPO shall evidence a commitment to apply effective quality practices in the workplace, demonstrating responsible environmental performance and providing a safe environment for all of its employees and customers in order to achieve consistent and continuous improvement in its business operations.

2.b.24 Proposed reporting framework including

2.b.24.1. Financial

The Car Park management system and procedures employed by the CPO in combination with the information available from the proposed Car Park technology will provide not only reliability to users, but also offer comprehensive reporting for both Healthscope and the State. With the State we will evaluate best price systems for use such as Datapark and Scheidt and Bachman. Monthly revenue statements will be provided on the 1st business day of the following month as outlined in section 37.2 of the Car Park Deed.

Detailed reporting will be produced on a daily basis monitoring Site activity. The CPO will use transaction, duration and financial data available from parking equipment to analyse the performance of the Car Park, to optimise the use of bays and thereby maximise revenue.

2.b.24.2. Usage

The regular reports that will be generated by the management system and by the CPO will provide detailed and summary information on:

- vehicle volume and usage statistics by Staff and visitors
- income and financial statistics, including banking reconciliation
- customer service data
- reports on maintenance and facility management
- details of recurrent and occasional reimbursable enquiries
- details of faults
- recommendations on improvements to the level of service and increased usage of the car parking
- detailed list of all price categories and all published and non-published fees
- details of any pre-paid parking, deposits, uncleared credit amounts and infringement issues and collections.

2.b.24.3. Frequency

Reports will be provided weekly and monthly with comparative analysis to previous periods and to budget as set out in Clause 37 of the Deed. Audit controls and reports cover the following distinct areas:

- Staff compliance /operational results including:
 - Daily operational inspection logs
 - Maintenance Staff reports
 - Vacancy/occupancy logs/counts
 - Autopay equipment logs—note jams, coin jams, receipts jams, ticket jams and credit card jams.
 - Daily Equipment Maintenance forms
 - Leakage/manual receipt of cash or lifting of boom gate reports.

These are vital in managing missing tickets and vehicle counts occurring through remote raised gate actions. The reports will summarise:

- Gate opened time log /closed time
- Reason for manual lift
- Weekly/monthly leakage
- Downtime report
- Audit tape/ticket reconciliation process and reports
- Casual revenue reports
- Pass card transactions trading and audit
- Accounts receivable process
- Monthly operational/marketing/financial report
- Operational /maintenance/equipment daily logs
- Casual revenue summary process
- Monthly review process
- Debtors occupancy list/transaction list.

The reports will provide significant detail in relation to Healthscope and the State, incorporating:

- Operational Summary
- Volumes and length of stay data
- Occupancy
- Collections and float reports
- Incidents
- Autopay station activity
- Revenue reconciliation
- Audit report
- Leakage of tickets
- Customer complaints
- Preventative and reactive maintenance
- Equipment downtime.

Prior to commencement the CPO will provide detailed specimen report templates to be provided each week and month to the State and Healthscope.

2.b.24.4. Policies and procedures

A comprehensive Car Park Operations Manual will be produced prior to commencement by the CPO, incorporating the following:

- Traffic Management Plan: for motor cars, motorcycles and bicycles including the management of peak demand at shift changeover and parking for VIPs, emergency vehicles, ambulances and services and waste collection vehicles
- Parking Fees and Payment Plan: including discounts and any arrangements with long-term users, Staff, Visitors, Volunteers and other groups
- Wayfinding and Signage Program
- Infringement service and management for on-grade parking
- Standard Operating Procedures (SOPs): including dealing with incidents and reporting for insurance purposes
- Customer service and feedback processes: including intercoms and remote monitoring
- Service and Maintenance Standards including the maintenance of all access control equipment
- Administration requirements: including financial, operational and compliance reports as well as auditing requirements
- Banking and cash collection: including cash-in-transit and top-up
- Security and alarms and disaster strategy
- Asset maintenance
- Cleaning, including of oil spills and graffiti
- Cleaning roster and specification
- Emergency procedures for CPO Staff and all patrons
- Resource details and costing of all Car Park Operations and Security Personnel to maintain a 24/7 presence
- Training and Induction Program
- WHS requirements including Quality and Safety.

2.c Details of the tenure (in years) required for the Car Park facilities

Section Removed – Commercial –in confidence

2.d Name and corporate details of the service providers

The Car Park Operator will be set up post preferred.

2.e Contractual arrangements proposed and copies

Section Removed – Commercial –in confidence

2.f Proposed commercial structure

Section Removed – Commercial –in confidence

2.g Financial model for the term of the Car Park

Section Removed – Commercial –in confidence.

2.g.1 All capital and recurrent cash flows

Figure 2: Cashflows

Figure Removed – Commercial –in confidence

2.g.2 Financing cash flows

Section Removed – Commercial –in confidence

2.g.3 Revenue sharing mechanisms with the State

Section Removed – Commercial –in confidence



3. PROJECT PLAN RENEWAL TIMEFRAME

The Car Park Plan will be reviewed in accordance with the Review Schedule provided at the front of this plan, and if necessary, updated to take account of events or circumstances which will, or may, affect the manner in which Healthscope carries out the Operator's Activities, including:

- changes to the manner in which the Services are being provided or the Facility is being used
- the requirements of the Services Specification or the Design Parameters
- changes in Law, Consents and Policies
- deficiencies in or omissions from the Patient Transfer Plan
- changes in the requirements of Authorities or providers of Utilities
- changes to work practices
- changes in Good Industry Practice or Good Operating Practice
- any breach or potential breach of the warranty in clause 13.3 of the Project Deed.

The performance of the CPO will be audited at least annually by an independent consultant. This report will be provided to Healthscope and the State.



Key benefits

The key benefits of Healthscope's approach to this Evaluation Criterion include:

- Sufficient capacity will be available to all user categories, particularly for Staff at the time of shift crossover
- The Car Park is designed to provide quick access for Staff to enter, find a vacant space and exit
- Pedestrian links to The NBH are direct and easy to follow
- The Car Park will be manned 24/7 and access to CPO Staff will be readily available by intercom
- Staff working after hours will park in a secure facility in the basement levels
- Payment for Visitors will be convenient with several options offered. Visitors under hardship or in receipt of a concession will be able to obtain discounted free parking on production of valid documentation to the Hospital or the Car Park office
- The equipment will be durable, reliable and appropriately supported by regular maintenance. KPIs and Staff training will ensure minimal downtime
- Management reporting will be timely and comprehensive, encouraging optimisation of Car Park usage
- The Car Park and CPO will provide a high level of customer service to all stakeholders; the Hospital, the Staff, Visitors and the State
- The Car Park Plan will be audited, evaluated and improved each year by an independent consultant
- Considerable D&C expense incurred to fully utilise available land ensuring expansion options are available at the site



VALUE

Efficiently designed and operated, the Car Park will make accessing The NBH easier for everyone.