

Green Travel Plan



The Sutherland Hospital Operating Theatre Upgrade Project

Prepared for Health Infrastructure NSW

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1 Introduction

Taylor Thomson Whitting (TTW) has been engaged by CBRE Project Management for NSW Health Infrastructure (HI) to provide traffic engineering consultancy service for The Sutherland Hospital Operating Theatre Upgrade Project (TSHOTUP). The project design is being undertaken by HDR (architect).

The Green Travel Plan is a way to sustainably manage the transport needs of the site. The aim of this Plan is to reduce the environmental impact of travel to and from the Sutherland Hospital and encourage active and public transport while reducing dependence on private vehicles.

This Green Travel Plan has been prepared to support the development and future operation of the Hospital site. This Plan also satisfies a condition of the Secretary's Environmental Assessment Requirements (SEARs) issued by the Department of Planning:

Measures to ameliorate any adverse traffic and transport impacts due to the development based on the above analysis, including: ... Travel demand management measures to encourage sustainable transport (such as a Green Travel Plan and / or specific Workplace Travel Plan)

1.1 Objectives

This Green Travel Plan provides a review of existing facilities and travel habits, and overarching principles and objectives relating to sustainable travel.

The Workplace Travel Plan provided in Section 5 of this report details specific targets and actions which are proposed for the Hospital, which will assist in achieving the Green Travel Plan objectives.

The document is intended be dynamic and respond to staff and visitor behaviours. NSW Health has a track record of developing Green Travel Plans and Workplace Travel Plans for many hospital sites, and this document will form a strong reference point for further development of new documents in the future.

1.2 Benefits

The aim of this Plan is to encourage active and sustainable travel behaviours, over and above the . Environmental and social benefits commonly result from Travel Plans. These may include :

- Reducing congestion and pollution in the local area;
- Reducing greenhouse gas emissions;
- Reducing costs associated with car parking, fleet maintenance and travel;
- Reducing journey times;
- Increasing physical activity, leading to greater productivity and improved health and wellbeing;
- Increasing accessibility to a site; and
- Improving corporate image.

1.3 References

This report has been prepared in the context of and with knowledge of a variety of relevant documents, standards, and guidelines:

- The Sutherland Hospital - Operating Theatre Upgrade Project – Master Plan Report (HDR, January 2020)
- The Sutherland Hospital SSD Traffic and Parking Assessment (Arup, April 2015)
- The Sutherland Hospital Operating Theatre Upgrade Project, Workforce Plan (SESLHD, June 2020)
- Workplace Travel Plan (NSW Premiers' Council for Active Living)
- Planning Guidelines for Walking and Cycling (Department of Infrastructure, Planning and Natural Resources, 2004).

2 Background

2.1 Site Location

The subject site is located at 126 Kareena Road, Caringbah. The parcel of land is designated as Lot 1 in DP 119519 and DP 432283. The extent of this lot is illustrated in Figure 2.1.

The land is currently occupied by the existing Sutherland Hospital. Other land uses in the surrounding area are predominantly residential with following key land uses in the immediate vicinity of the site:

- Kareena Private Hospital
- Lavida Medical Centre
- Sutherland Nuclear Medicine and Bone Densitometry Facility.

The site is located to the south-east corner of the intersection of Kingsway, Kareena Road and Port Hacking Road within the LGA of Sutherland Shire Council. The site has vehicular access via Kingsway to the north and Kareena Road to the west.

The site location and surrounding environs are shown in Figure 2.1.



Figure 2.1: Site location and environs

Basemap source: Sixmaps

2.2 Site Access and Vehicle Circulation

There are three main access points to the site. General traffic can enter and exit the site via the Kingsway (westbound only), Kareena Road northern access (southbound only), and Kareena Road southern access (all directions). All access points are also suitable for pedestrian and cyclist use. All loading activity occurs via the Kareena Road southern access, which is near the internal loading dock. Ambulances can approach the site from all access points, however the emergency department is located closest to the Kareena Road northern access.

The ring road around the site allows vehicle access to all areas and facilitates movements such as ambulances between the emergency department and the ambulance station, and movements between parking modules. All movements within the site can be facilitated without a return to the external road network.

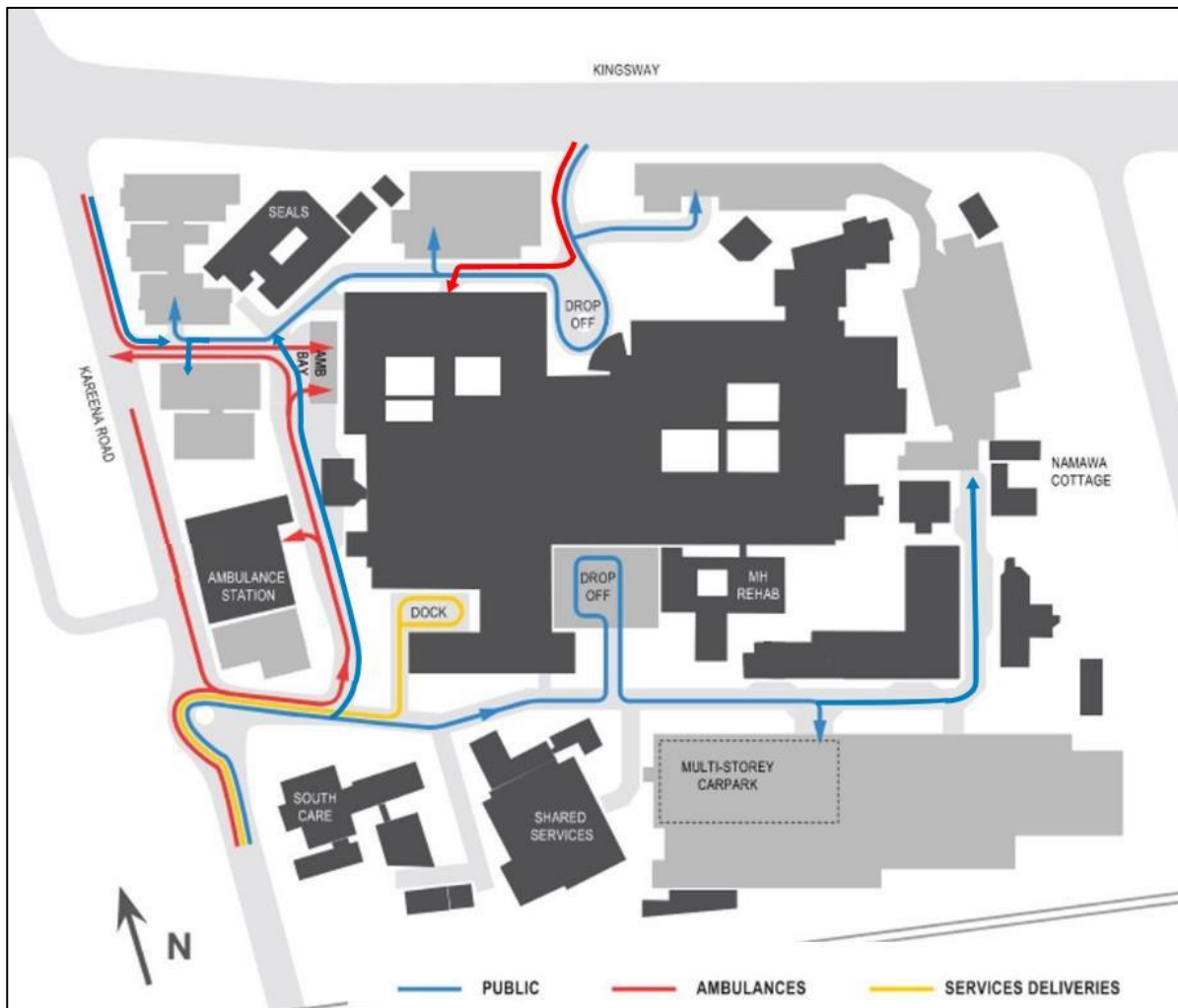


Figure 2.2: Existing on-site vehicle circulation

Base map source: Modified from Master Plan Report by HDR, January 2020

The current site access points have been modified in various ways throughout the history of the Hospital. Access points roughly resembling the current arrangement have been in place since at least 2003 (based on the earliest Google Earth imagery available).

In 2005, the Kareena Road northern access point was moved slightly south from its earlier location to its current location. At this time, the central median was also constructed, preventing right turns into the site. This was initially provided as a concrete median in front of the driveway only and line marked through to the intersection, with the concrete median being extended the full length at the end of 2010. Around the end of 2017, the median in front of the driveway was removed to facilitate movements into the site, during the construction of the Stage 1 redevelopment. However, the full length of the median had been reinstated by August 2018. The background of this reinstatement is unknown.

The roundabout at the Kareena Road southern access was constructed between 2003 and 2005, replacing an earlier T-intersection arrangement.

3 Site Audit

3.1 Active Transport

3.1.1 Pedestrian Facilities

The site is well connected with a broader network of pedestrian footpaths. Signalised pedestrian crossings are available on all approaches of the intersection at Kingsway/Kareena Road. The signalised crossing on the eastern and southern legs of the intersection provides direct pedestrian access to the site.

The bus stops on Kingsway adjacent to the Hospital access is provided with seats and an accessible path.

Figure 3.1 outlines the pedestrian facilities connecting nearby public transport stops and the hospital. The pedestrian paths, shown in blue, provide uninterrupted routes to and from all nearby bus and train stations. All road crossings included in the blue routes are either signalised or have a pedestrian refuge for safety.



Figure 3.1: Pedestrian footpaths connections to public transport

3.1.2 Cycling Facilities

Currently there are no dedicated cycleways available in the vicinity of the site. Cyclists generally ride on roadways and footpaths throughout the local area. However, TfNSW is currently building Stage 2 of the Sutherland to Cronulla Active Transport Link, which will include a shared pedestrian and cyclist path along the Kingsway. At the completion of Stage 2, hospital users will have a cycleway connecting TSH with Sutherland to the west and Gannons Road to the east.

Figure 3.2 provides an extract of the cycleways currently available in the surrounding of the site.

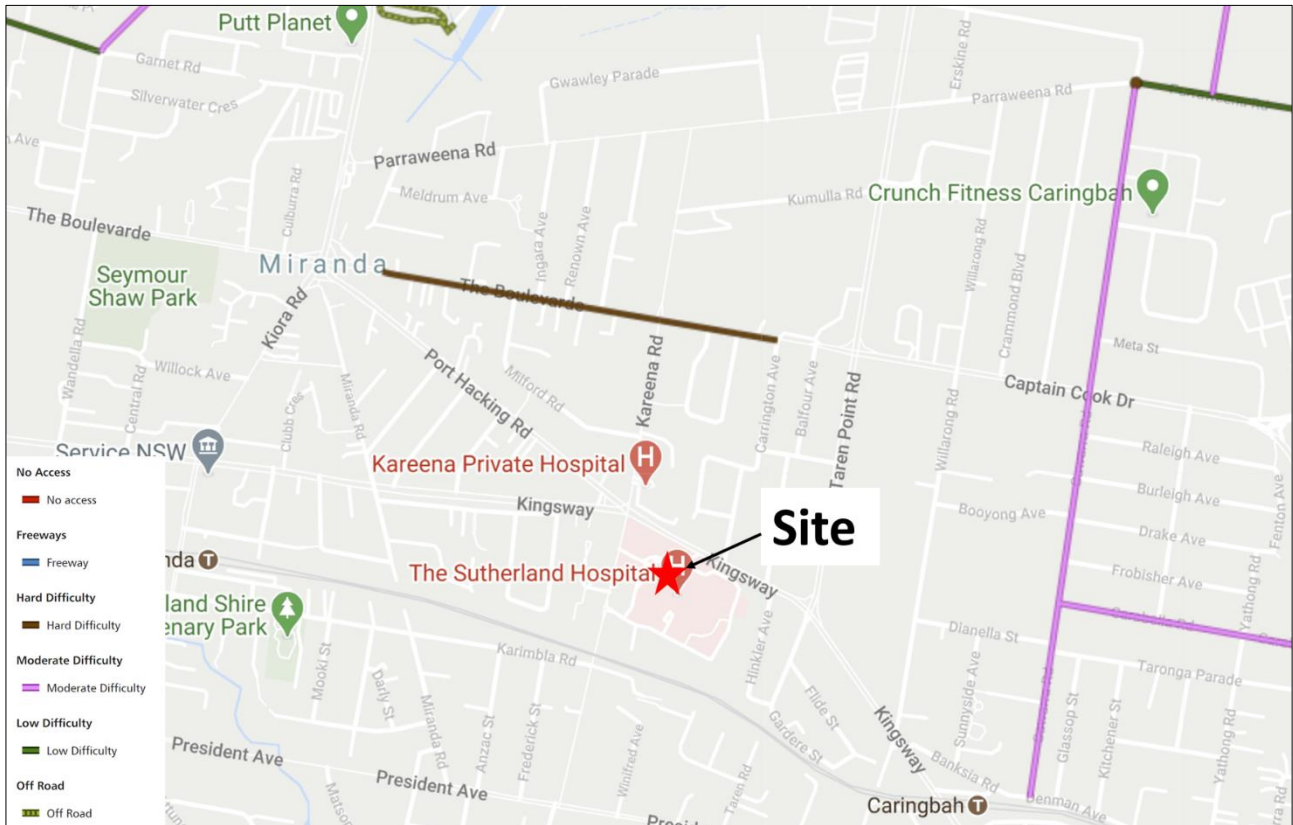


Figure 3.2: Current cycling facilities

Image source: RMS Cycleway Finder (accessed: 15th November 2020)

Figure 3.3 illustrates the cycling facilities that will be available after completion of Stage 2 of the Sutherland to Cronulla Active Transport Link.



Figure 3.3: Future cycling facilities

Image source: TfNSW Sutherland to Cronulla Active Transport Link Website (accessed: 7th July 2021)

The hospital contains a small amount of on-site bicycle parking provided adjacent to the main entrance and dialysis unit, each with 5 bicycle parking spaces. These locations can be seen in Figure 3.4. The existing end-of-trip facilities for staff consist of male and female changing rooms including showers and lockers.



Figure 3.4: Bicycle parking provisions

3.2 Public Transport

3.2.1 Buses

At least four major bus routes service the site. The nearest bus stops are located on Kingsway adjacent to the Hospital entrance and at Kareena Road approx. 50 metres south of the intersection approach.

Route 477 operates between Rockdale and Miranda train station with a frequency of approximately 30 minutes throughout the day.

Route 478 is an express route which operates between 9:00 am and 4:00 pm, with a frequency of one hour.

Routes 977 and 978 operate between Miranda and Caringbah train station with an approximate frequency of 45 minutes.

The bus routes stop at the bus stop on Kingsway directly opposite the Hospital. The bus services also connect the site to Miranda station to the west and Caringbah station to the east. Figure 3.5 shows a map outlining the bus routes available in the vicinity of the site.



Figure 3.5: Bus routes map

Source: Transdev

3.2.2 Trains

The site is located approximately 500 metres west of the Caringbah train station and 1 kilometre east of Miranda train station. Both the stations are served by T4 train line which runs at 10 to 15-minute intervals during peak hours.

3.3 Private Vehicle Facilities

3.3.1 On-street Car Parking

On-street parking subject to some timing restrictions is available on all the roads surrounding the Hospital. Based on the parking capacity and demand survey, there are approximately 150 parking spaces available within 300 metres radius of the Hospital.

The breakdown of these spaces are as follows:

- 62 spaces on Port Hacking Road
- 55 spaces on Kingsway
- 33 spaces on Kareena Road

3.3.2 Off-street Car Parking

There are approximately 950 parking spaces within the existing Hospital campus. The capacity includes a combination of a multi-storey car park, at-grade car parks, fleet car park and on-street car parking within the overall campus. On 23rd July 2020, TTW has undertaken a parking capacity and demand survey at the TSH. The survey covered 853 parking spaces provided within the boom-gate controlled parking areas combined with 20 other parking spaces located adjacent to controlled parking areas (subject to various restrictions). The remaining parking supply dedicated for other uses such as Southcare fleet cars, childcare and drop-off parking to the Sutherland Heart Clinic was not included in the survey, as they did not directly serve the staff and visitors to the Hospital. Therefore, the overall off-street parking inventory available to the staff, visitors and some special uses is assumed to be 873 spaces.

The breakdown of these spaces is as follows:

- 700 spaces for staff/ visitor use (some time-restricted)
- 19 disabled spaces
- 134 spaces for staff only allocated in Car Park 6
- 9 spaces reserved for special uses (ambulances, police, patient transport, security and maintenance etc.)
- 11 spaces for motorbikes.

Figure 3.6 shows the distribution of existing parking areas included in the parking survey.



Figure 3.6: Existing parking layout

Basemap Source: Nearmap

3.3.3 Car Share Services

Car share services are available for a base fee with additional charges per hour/day and per kilometre. The nearest “Go Get” car share pods are currently located approximately 800 metres from the site.

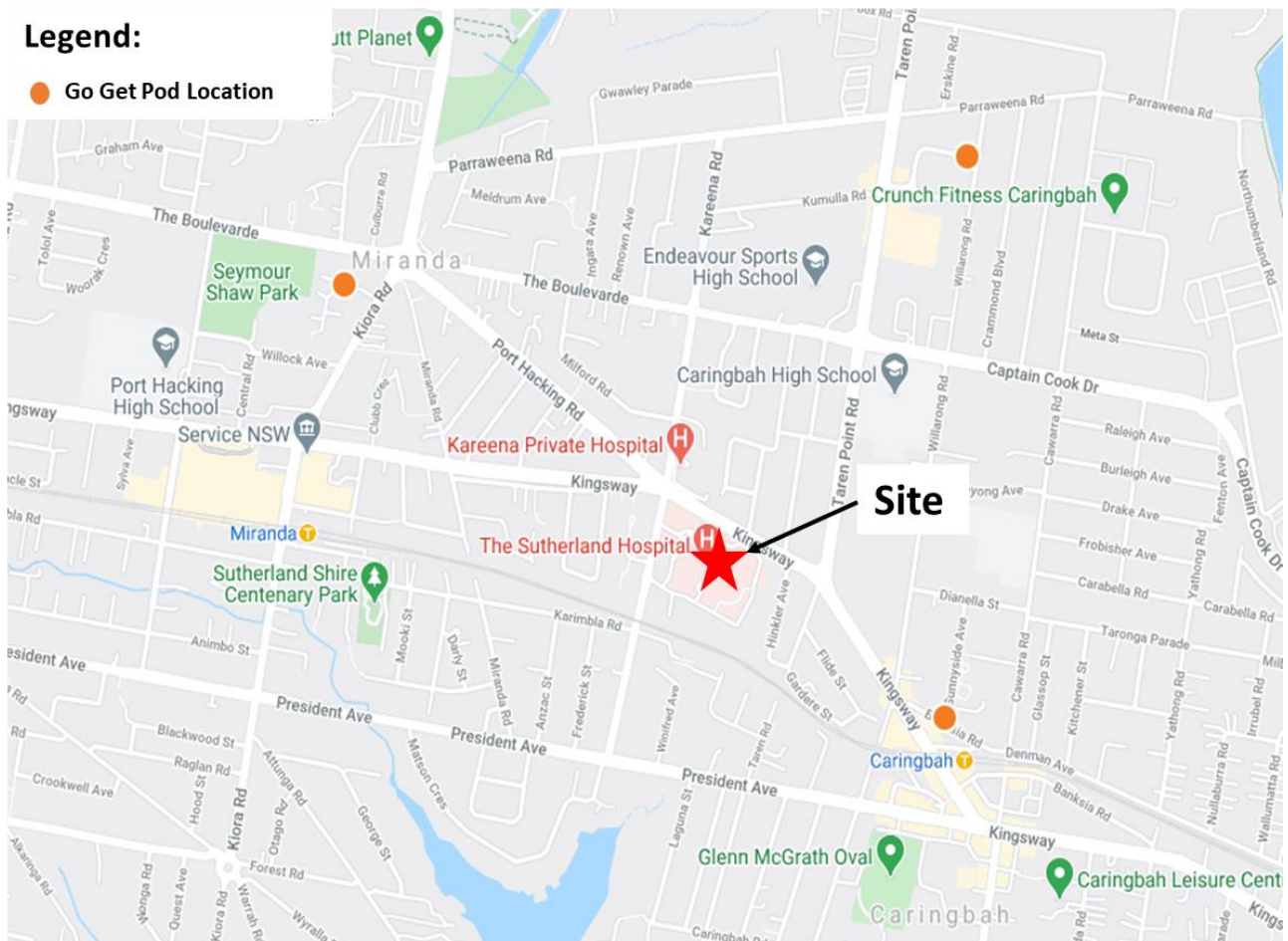


Figure 3.7: Go Get car locations

Source: GoGet

3.4 Existing Travel Patterns

3.4.1 Staff Travel Pattern Survey

A travel survey was undertaken by TTW to understand the existing travel characteristics of the site users. In total, 163 staff members out of total of 241 staff members responded to the survey. Table 3.1 outlines the travel characteristics of the Hospital staff. These statistics are considered to be approximately reflective of the current travel habits of site users.

Table 3.1: Existing travel characteristics

Travel mode	Mode share (%)
Private vehicle	83.5%
Public transport	0.5%
Walking	4%
Cycling	6%
Other modes	6%

The staff survey indicates that 84% of staff travels to and from the Hospital by private vehicles. Up to 10% of the staff use active travel options.

3.4.2 Journey to Work

The 2016 Journey to Work (JTW) data¹ provides an estimate of employee travel modes into and out of the local areas defined by Statistical Area Level 2 (SA2) region. The site is located within 'Caringbah' SA2.

An assessment of travel mode share (from the Australian Bureau of Statistics (ASB) 2016 JTW Data) is shown in Table 3.2 below. Method of Travel (MTW15P) categorisation of travel modes (as listed in the left column) is used for a clearer and simpler assessment of key travel modes through the allocation of a primary mode when multiple modes have been used in one trip.

A summary of key mode categories is also provided in Table 3.3². The JTW data is generally consistent with the staff survey outcomes and identifies that the overwhelming majority of Hospital staff travel to the site via car. However, based on the staff survey, the active travel trend among the Hospital staff is found slightly higher than the overall active travel trend in the area.

Table 3.2: Journey to work data

Travel mode (MTW15P)	Mode share (%)
Train	5.5%
Bus	1.2%
Ferry	0.04%
Tram	0.03%
Taxi	0.19%
Car as driver	82%
Car as passenger	5.6%
Truck	0.61%

¹ Australian Bureau of Statistics, 2016 Census of Population and Housing

² Mode share table excludes responses for "worked at home", "did not go to work", and "mode not stated", and excludes categories with zero responses.

Motorbike	0.47%
Bicycle	0.70%
Walked only	3.2%
Other mode	0.36%
Total	100%

Table 3.3: Journey to work summary

Mode summary	Mode share (%)
Private vehicle (car, taxi, truck, motorbike)	88.7%
Public transport (train, bus, ferry, tram)	6.8%
Active transport (bicycle, walking)	4.4%
Total	100%

4 Objectives

4.1 Reduce Traffic Congestion

The Hospital is located on a state road but within a largely residential area. Traffic demand for the site is highly concentrated at one signalised intersection. Traffic modelling forecasts for the site demonstrate that this intersection will perform adequately in the future, but with some minor increases to delays.

To reduce congestion and potential delay experienced by hospital users and the general public, this Green Travel Plan seeks to **reduce the total volume of vehicles travelling to the site**.

The most significant traffic demands at hospitals occur around the start and finish of main day shifts, which can often overlap with general traffic peak, and this activity will be a key area of focus and potential improvement in the Workplace Travel Plan.

4.2 Promote Alternative Transport Usage

As part of any long-term sustainable transport plan, the promotion of sustainable travel modes is a critical component. Users often face difficulties in using alternative modes due to a simple lack of awareness of their options. If these options can be presented to users in an easy to understand format, they may be more likely to change their travel behaviours.

To improve user understanding of alternative and sustainable transport, this Green Travel Plan seeks to **clearly and regularly inform all Hospital users, including staff and visitors**.

Promotion of sustainable travel modes assists in educating the community in their awareness of transport opportunities, travel safety, and becoming generally more comfortable with using modes other than a private car. This is of significant long-term benefit to the general public, by developing a community with a good understanding of transport and who are more likely to consider their transport choices in the future.

4.3 Reduce Parking Impacts

Even small changes in overall travel habits will have particular benefits to local streets, particularly given the on-site parking capacity and limited expected overflow.

To reduce parking demands within and around the site, this Green Travel Plan seeks to reduce the total volume of vehicles requiring parking at the site.

Any reduction in parking demand taking vehicles off local streets shall be a welcome benefit to local users.

4.4 Improve Health and Wellbeing

It is in the interest of any hospital or health provider to ensure the health and wellbeing of its users. This responsibility extends beyond work hours to include daily travel to and from the site. A change from vehicular transport to active transport such as walking or cycling provides health benefits to users by increasing their amount of daily physical activity.

To improve the health and wellbeing of hospital staff, this Green Travel Plan seeks to **increase the use of active transport modes such as walking or cycling**.

A reduction in vehicle usage will also create environmental benefits through reduced emissions, which provides further improvements to the health and wellbeing of the community more broadly.

4.5 Improve User Safety

In the interest of user safety around the Hospital campus, it is important that the volume of vehicles moving through the site is reduced as much as possible. This applies to vehicles interacting with pedestrians, and vehicles interacting with other vehicles. While pedestrian paths are provided throughout the site providing separation in most locations, mistakes and accidents can occur, which cannot be foreseen or fully prevented. Additionally, the Hospital is a high-speed environment when considering ambulance movements.

To improve user safety for pedestrians and vehicles around the Hospital, this Green Travel Plan seeks to **reduce the total volume of vehicles travelling to the site**.

We note that it is not only hospital user safety but also the safety of the wider road network and community that shall be improved by a reduction in vehicle volumes.

5 Workplace Travel Plan

5.1 Target

The following key issues have been considered when developing this Green Travel Plan for Sutherland Hospital:

- Hospital staff are often not local to their place of work and may be required to travel significant distances
- Limited public transport is available or convenient for staff travelling long distances
- Limited cycling facilities such as dedicated cycle paths are not available in the surrounding

Following the survey results and JTW data for the site, realistic targets for staff travel mode share are detailed in Table 5.1. These changes would be expected to occur over a number of years and are largely indicative in scale only.

Table 5.1: Staff mode share targets

Travel mode	Existing mode share	Target mode share	Mode change
Private vehicle (single)	81%	75–78%	- 3–6%
Private vehicle (carpool / drop-off)	2–3%	4–6%	+ 2%
Public transport	1–2%	3–4%	+ 2%
Active transport	4–8%	5–10%	+ 1–2%

Due to the unique nature of Hospital visitor travel (often in an emergency or undesirable scenarios), limited changes to visitor mode share are currently proposed. The most significant opportunities for reduced private vehicle usage by visitors are for people visiting inpatients, with no change expected to outpatient or emergency activities.

5.2 Actions

As previously discussed, the main objectives of this Travel Plan are to:

- Reduce traffic congestion;
- Promote public transport usage;
- Reduce parking impacts;
- Improve health and wellbeing;
- Improve user safety;

In order to achieve these objectives, a number of initiatives and programs are recommended to be implemented as detailed in the following sections. Five base strategies are considered, which aim to meet the objectives of the Plan:

1. Enable informed users
2. Encourage active transport
3. Encourage public transport
4. Encourage carpooling
5. Ongoing management

Actions to encourage active transport, public transport and carpooling would help in reducing total vehicular demand and vehicle activity around the site. This will assist in achieving the objectives of reduced traffic congestion, improved road safety, and reduced need for on-street parking. Encouraging active transport is intended to improve health and wellbeing for staff. Additionally, by ensuring users are enabled with the appropriate information and undertaking continued management of the sustainable travel strategies, the objectives of the Travel Plan can best be achieved over time.

Each strategy consists of a number of actions which should be implemented to achieve a shift toward the ultimate objectives of the Plan. These actions are summarised and included in a table which can also be used as a convenient checklist to assess the Hospital's progress with sustainable travel initiatives.

SESLHD will review this Workplace Travel Plan regularly to reflect on the Hospital's progress and opportunities. The Plan will be revised as necessary.

5.3 Strategy: Enable Informed Users

5.3.1 Action: Provide a Transport Access Guide

It is recommended that a brochure or leaflet be developed that provides information on bus routes and active transport facilities near the Hospital. Brochures can easily be given to staff, patients, and visitors, and can be developed in-house or by an external consultant. The brochure should also be uploaded to the Hospital website to provide information for visitors.

NSW Health has a track record of developing Transport Access Guides for many hospital sites across NSW. One example is shown in Figure 5.1 below.



Figure 5.1: Transport Access Guide brochure example

Source: Northern Sydney Local Health District

5.3.2 Action: Induction Information for New Users

To ensure that users are aware of their options, a Transport Access Guide (discussed above) and any other relevant information such as health and activity leaflets should be distributed to all staff. Distribution methods will include information being included in induction or orientation packages. Information provided directly in this manner results in users being more likely to engage in sustainable travel patterns, rather than being required to seek out information independently.

Distribution of information will include patients and visitors, as they also contribute to travel and parking demands and maybe in a position to modify their travel behaviour.

5.3.3 Action: Periodic Reminders

Travel options can change over time, and new site users may miss pieces of information provided to them. Periodic reminders can assist in providing continued information to users and aim to provide a greater reach and impact. One convenient way to reach a broad user base is to include information and reminders in periodic staff newsletters or updates. Content could include details on new travel initiatives, mode share progress, and upcoming events or changes, as well as reminding staff of the importance of sustainable travel.

This style of communication could also request feedback from staff regarding current initiatives and any other travel-related concerns.

5.3.4 Action: Public Transport Information Screen

This action would involve the implementation of an electronic screen near the reception area with real-time information about upcoming bus and train services. It would include the time until the next bus and train as well as informing about any delays or service changes. The screen would redirect those with any further questions to reception, such as the best route to the nearest train station. Providing patients, visitors and staff with a centralised system for public transport information would reduce any uncertainties by providing a convenient and accurate information source and therefore encourage public transport usage.

5.4 Strategy: Encourage Active Transport

5.4.1 Action: Staff Bicycle Storage

Storage areas (outdoor bike racks / rails) will be maintained and kept to an appropriate standard as part of ongoing maintenance procedures.

Usage of the bicycle storage rails will be monitored over time and increased if necessary.

Installation of any future bicycle rails should be in accordance with Australian Standards AS2890.3 Bicycle parking, and any other specifications from authorities including Sutherland Shire Council.

5.4.2 Action: ‘Ride2Work Day’ and Health Events

Various organisations and groups develop programs and events to encourage active transport. For example, Bicycle Network coordinates a Ride2Work Day each year. These events provide a good opportunity for organisations to encourage cycling for their staff respectively, and each event can also assist in influencing the travel behaviour of other groups through general publicity and awareness. Events hosted at or by the Hospital could include organised preferred cycling routes, bike safety programs, bike maintenance instructions, and more.

National Ride2Work Day is an annual event. The Hospital will investigate avenues to promote this event and encourage staff involvement. Subject to further discussion, incentives may include competitions or rewards such as a free breakfast.

This and other events should be considered annually.

5.4.3 Promote Health Benefits

Staff including doctors, nurses and allied health workers have an advantageous position to promote the health benefits associated with walking, cycling and other active transport modes. Members of the public are more likely to consider the health benefits of active transport if the information is supplied by a qualified health worker. Displaying posters in doctors’ offices and waiting areas and distributing information brochures to patients and visitors would encourage active transport usage.

5.4.4 Sustainable Transport Champions

Providing an incentive by awarding a sustainable transport champion will encourage hospital users to participate in active transport. It is recommended that a new champion be nominated regularly, and their story included in a hospital newsletter or some other form of mass distribution. Learning about these champions’

approach to sustainable transport will encourage others to consider how they too can participate. Recognising the efforts of those already participating will motivate them to continue doing so. This action can be applied in the same way to the strategy of encouraging public transport (Section 5.5).

5.5 Strategy: Encourage Public Transport

5.5.1 Sustainable Transport Champion

See above (Section 5.4.4).

5.5.2 Action: Opal Top-up Facilities

There is limited availability of physical top-up facilities for Opal cards in the vicinity. If users do not utilise automatic top-up, or wish to avoid using credit cards directly at Opal readers, they may avoid public transport options if unsure about their Opal balance or where to add funds to their card. Transport for New South Wales (TfNSW) has recently started facilitating debit/credit cards as a replacement to Opal cards. By placing an information board or leaflets outlining options for opal top-up and use of credit/debit card at tapping points would encourage building users to use these options.

5.6 Strategy: Encourage Carpooling

It is noted that increased carpooling activity is most relevant if the demand for parking exceeds the capacity of the parking area. Conversely, it is the aim of other strategies and actions within this Green Travel Plan to reduce overall vehicular demand.

5.6.1 Action: Monitor Priority Parking

The provision of dedicated spaces for staff who choose to carpool would assist in encouraging users to utilise carpooling.

Usage of these spaces and the carpool system should be monitored and increased if necessary. Additional benefits such as premium locations may assist in providing further encouragement to staff.

5.7 Strategy: Ongoing Management

5.7.1 Action: Regular Reviews of Travel Plan

This Green Travel Plan, Workplace Travel Plan, and other associated documentation (such as a Transport Access Guide) will be reviewed regularly, and updated as required. It is recommended that an annual review would be an appropriate update schedule. This annual review should include an updated travel mode survey, consultation with staff and visitors, and adjustments to initiatives and targets.

5.7.2 Action: Travel Mode Surveys

In the first instance, within 6 months of the completion of the redevelopment, a new travel survey will be conducted to assess whether the travel mode targets have been met or need to be adjusted.

5.7.3 Action: Staff Responsibility

To ensure that the ongoing review of this Plan is carried out as expected, responsibility of this task should be allocated to a specific staff member.

5.8 Action Checklist

Action	Why	How	When
Strategy: Enable Informed Users			
Action: Develop a Transport Access Guide for the site	Important to make travel choices clear for site users, including walking, cycling, and public transport services nearby.	Develop brochure or leaflet outlining sustainable travel options to the site and provide to users (including on website)	Prior to commissioning
Action: Include travel information into the induction process for new staff and visitors	Information should be convenient and accessible for users.	Include TAG and any other relevant information sheets in induction packs and other hospital information areas.	Prior to commissioning
Action: Provide travel information and reminders	Periodic information ensures staff are kept up to date on any changes, and reminded of travel options.	Allocate staff member responsible for periodic newsletter schedule or column relating to sustainable travel, utilise SESLHD intranet systems etc	Every 6 months
Action: Provide information about upcoming bus and train services	To inform users with real-time public transport information.	Install an electronic screen near the hospital reception for easy viewing.	Upon commissioning
Strategy: Encourage Active Transport			
Action: Provide outdoor bicycle storage (bike racks / rails) for staff	Staff with knowledge of convenient bike storage (such as bike racks / rails) are more likely to cycle to work.	Outdoor storage areas should have sufficient security features including access and surveillance.	Upon commissioning
Action: Promotion of 'Ride 2 Work Day' and other health events and days	Staff and visitors exposed to active travel in an organised manner may be more likely to consider it for their own travel, and may also enjoy improved education regarding their options and safety.	Ensure events such as 'National Ride To Work Day' and other relevant events are advertised by the Hospital with special events held. This may best be organised by the sustainable travel representative.	Upon commissioning
Action: Promotion of health benefits associated with active transport	Staff, visitors and patients are more likely to be encouraged to engage with active transport if recommended by qualified health workers.	Display posters in doctors' offices and waiting rooms. Doctors, nurses and allied health workers can distribute information brochures to patients and visitors.	Prior to commissioning

Action	Why	How	When
Action: Nominate a sustainable transport champion.	To provide an incentive for participating in active and public transport. Learning about champions' stories motivates others to consider their own participation in sustainable travel.	Regularly award a champion and include their story in a hospital-wide newsletter or other form.	Upon commissioning
Strategy: Encourage Public Transport			
Action: Nominate a sustainable transport champion.	See above	See above	See above
Action: Opal card top-up facilities	There are limited top-up facilities (e.g. retail stores) near the site. Users may avoid public transport if they are unsure of their Opal balance or know they have insufficient funds. Facilities also act as a reminder of public transport availability to influence travel habits.	Investigate the feasibility of providing an Opal top-up facility at the main building reception.	Upon commissioning
Strategy: Encourage Carpooling			
Action: Provide priority parking for carpooling staff	Staff are more likely to use carpool programs if parking is guaranteed, particularly if parking capacity experiences high demand	Develop register of staff who wish to regularly carpool including vehicle registration. Allocate a number of parking spaces to carpooling staff only and patrol with administration or grounds personnel.	Prior to commissioning
Strategy: Ongoing Management			
Action: Review this Workplace Travel Plan regularly	Consistent review will allow revision of mode share targets and provide an understanding of any deficiencies and possible improvements	Undertake an annual or biennial review of this Green Travel Plan including an updated travel mode survey of staff and visitors	Upon commissioning
Action: Conduct a new survey to ensure targets are achieved	Important to assess that targets defined for the project are met or if further measures and updates are required	Undertake a travel mode survey of staff and visitors	6 months post-completion

Action	Why	How	When
Action: Allocate responsibility to a staff member	Sustainable travel documentation, initiatives, and education are unlikely to be maintained if responsibility is not allocated to a particular staff member	Seek out one or more Hospital or LHD representative to take responsibility for sustainable travel. Staff members should also ensure that responsibility is transferred if they leave the LHD.	Prior to commissioning

6 Conclusion

A Green Travel Plan is a critical step in achieving more sustainable travel behaviour for staff, patients, and visitors to the Sutherland Hospital. The redevelopment of operation theatre upgrade project and associated growth of operations provide opportunities to promote active and public transport and influence travel behaviour as the Hospital grows.

This document has provided a Green Travel Plan outlining overarching objectives, and a Workplace Travel Plan with more specific targets and actions.

This document should not be taken as a strict guide to strategies and actions for the Hospital, but rather a suggested framework based in current investigations and habits. Some actions may not ultimately be suitable for the Hospital, and additional actions may be identified which could provide further improvements not yet identified in this Plan.

Importantly, this document should be recognised as a site-specific Plan for the Sutherland Hospital, and actions listed here should be undertaken in association with typical sustainable transport plans actions. Baseline actions should include adequate signposting of active and public transport infrastructure, sufficient lighting and security in all areas, genuine consultation with local agencies and authorities when opportunities arise, and other actions relevant to all development types.

It is anticipated that a revised Green Travel Plan would be provided prior to Occupation of the new development, subject to any relevant consent conditions associated with the SSDA.

It is recommended that the finalised plan, including its targets and methodologies, be updated regularly (say every 12 months). Updates to the Plan should consider consultation with relevant stakeholders, particularly staff, and external bodies such as Sutherland Shire Council where necessary. In the first instance, within 6 months of the completion of the redevelopment, a new travel survey will be conducted to assess whether the travel mode targets have been met or need to be adjusted.