

- b) A user pays service applied to every car park space utilised by staff, visitors and patients of both Calvary and Canberra Hospital campuses. This option aligns with current public hospital parking arrangements nationally and other ACT Government parking measures; provides a future proof market-driven model for growth in public health services and associated parking space demand; and allows for recurrent funding of car park infrastructure maintenance and management. However, this option will be met with significant staff and community resistance; will require union and community consultation; and is the most expensive option to implement as pay parking infrastructure is required to be installed in most of the existing car parks across both hospital campuses. Nevertheless, revenue would be expected to cover the costs.
- c) A user pays service applied to selected car parks only. This option incurs less expense than (b) above; assumes that the remaining unaffected car parks retain free parking arrangements; will attract lower resistance from staff and community as it maintains some existing available free parking options; and is relatively straight forward to implement. This option could align with the 2013-17 Nursing and Midwifery Enterprise Agreement by allocating these car parking spaces to nurses and midwives. This would not have any fringe benefits tax impact since car parking benefits are disregarded in fringe benefits tax calculations for public hospital employees because of the interaction between section 57A and subsection 5B (1L) of the FBTA, but could generate negative responses by other staff members and visitors perceiving this option as an inequitable and unfair parking services delivery model. It could also generate negative responses by other staff members and visitors perceiving this option as an inequitable and unfair parking service delivery model.

#### Implementation options

- a) A user pays service applying the same rates or parking tariffs to all car parks. This system is presently utilised in almost all urban hospitals surveyed as it incurs relatively lower administrative cost to other tariff-differentiated models; is relatively easy to implement; and requires a lower level of staff and community consultative intervention to other tariff-differentiated models. However, a generic tariff is the least equitable as it does not consider the nature or quality of the car park or the distance from core services. Individuals parking further away from the hospital pay the same amount as an individual who parks within a covered car park located closer to hospital services.
- b) A user pays service applying differential pricing dependant on a number of factors including, the location of available car space, the quality of available car space and the time of day that the parking space is required. This is the most equitable model as the value of a car parking space is dependent on defined measures. This model is currently employed for staff parking within John Hunter Health Services governed through a formal agreement between the Hospital and staff associations. This option requires significant consultation between staff and staff associations to agree to the appropriate arrangements.

#### Models of operation utilised by other hospitals

- 12. Most national metropolitan hospitals surveyed have instituted pay parking for staff and visitors operated by a parking-management contractor operated model, where an external contractor operates and manages the car park including the maintenance of parking tariff infrastructure.
- 13. Two hospitals, John Hunter Health Services and Westmead Children's Hospital (of eight surveyed), manage their own pay parking infrastructure and arrangements.
- 14. A proportion of hospitals surveyed, had employed a BOOT strategy with the construction, including installation of pay parking infrastructure and operation of the car park.

15. Generally, daily staff parking rates are significantly lower than visitor rates. Concessions are also offered to pensioners, regular visitors, long term clients and individuals on benefits. Some hospitals surveyed also offer visitor concessions in the form of a pre-paid parking card with either unlimited access to parking within a relatively shorter period, or access to a defined number of visits within a longer term period.

Pay Parking at Calvary Hospital post commissioning of the new multistorey car park.

16. Pay parking infrastructure can be integrated into the building which has been designed "for but not with" pay parking infrastructure. The pay parking infrastructure has not been funded in the current project.
17. 702 spaces are currently planned for the new Calvary multistorey car park with a potential split of 38% for visitors and 62% for staff.
- a) ACT Health is working with Calvary on an operational agreement for the car park under which Calvary would manage the operation of the building in the first instance, with the Territory retaining the right to appoint and remove any operator.
18. From a media and public perspective, research indicates that the introduction of pay parking to a new car park is more palatable than the introduction of pay parking to existing infrastructure as the consultative processes required for its introduction can be integrated within the project scope.
19. The Heads of Agreement for the University of Canberra Public Hospital (UCPH) provided free parking for hospital staff and other defined car park users, including verified visitors. However, neither of the recently executed *Acquisition and Development Deed* or *Collaboration and Precinct Deed* relating to UCPH prohibits the Territory charging its staff or others for parking.
20. The *Acquisition and Development Deed* provides for a funding model for the car park, to be built by the University of Canberra, to be proposed. This provides scope for negotiation around how a decision by the Territory that pay parking be introduced at UCPH would be implemented.
21. Depending on timing, the issues with respect to the *2013-17 Nursing and Midwifery Enterprise Agreement* highlighted above may also arise.

Pay Parking at Canberra Hospital.

22. The design of the multistorey car park at Canberra Hospital is able to accommodate the introduction of pay parking. Pay parking infrastructure would need to be procured including connectivity to data systems, at a cost to ACT Health.
23. The multistorey car park has:
- Separate boom gated entry and exit points.
  - Provision of electrical points and capacity for data points to be located for pay parking infrastructure adjacent to each lift lobby.
  - Licence plate recognition cameras installed at the entry and exit points that can be integrated into a pay parking software system if required.
24. Canberra Hospital also has a number of surface car parks that could be fitted with proximity access to facilitate staff only paid parking administrated through the provision of a fortnightly staff parking tariff based on usage.



25. It is recommended that revenue modelling be undertaken to determine projected annual pay parking income for consideration of a number of options:
- a) Pay parking within the multistorey car park only, for visitors and staff, with staff paying an agreed annualised rate as per the standard practice at other national metropolitan hospitals.
  - b) Staff pay an agreed daily rate in surface car parking areas within the Canberra Hospital campus.
  - c) The administration of pay parking by an external vendor relative to local management that includes common revenue sharing models.
26. Depending on which implementation model for pay parking is considered on the Canberra Hospital campus, the following would need to be considered as part of its re-introduction:
- a) Redistribution of surface level staff and visitor car parking spaces.
  - b) Conversion of the multistorey car park to pay on exit / ticketed / ticketless, automated payment on exit.
  - c) Segregation of nursing and midwifery staff to free on surface car parking due to the current CA clause (for the life of the current CA).
  - d) There are currently 3,264 vehicle spaces provided to staff and visitors across the Canberra Hospital. Sixty-one percent (1,981) of vehicle spaces across the campus are allocated to staff and 39% (1,283) to the general public.
  - e) Car parking audits suggest that a number of staff and engaged contractors park in visitor allocated parking areas. As a result, it is estimated that staff and contractors consume 75% (2,438) of vehicle spaces, leaving approximately 25% (826) for visitors.
  - f) There are 1,820 spaces located within the multistorey car park and 1,440 located within various other surface car parks. Staff demand for surface parking areas remains high.
  - g) Depending on the implementation model adopted, consideration of public to staff ratio vehicle spaces would need to be addressed to provide sufficient vehicle spaces for each group.
  - h) The multistorey car park has 1,820 spaces available for pay parking. Given the desirability of parking in the multistorey car park, the suggested number of staff-to-visitor ratio should be a maximum of 940 spaces (52%) and 880 spaces (48%) with approximately 940 staff required to pay for parking in the multistorey car park. If the staff choose not to pay, there would be insufficient surface car parking spaces available within the remaining surface car parks to accommodate the numbers, as the current spaces are mostly occupied.

### Issues

27. The option is available to apply pay parking only to multistorey car parks or to all car parks accessible by staff and the general public.
28. If nursing and midwifery staff continue to have free car parking provisions within their CA, then an appropriate area will have to be either agreed or allocated for this purpose. There will likely be some expectation that this space will be within the multistorey car park.

29. Based on the estimations at 26(d) above, staff and contractors consume 75% (2,438) of vehicle spaces, leaving approximately 25% (826). Pay parking may address increased availability for visitor parking.
30. There may be an impact with the introduction of pay parking on the surrounding streets of Garran as staff and visitors seek out free parking. A community engagement exercise with the residences of Garran would need to be implemented to address issues relating to on-street parking, i.e. installation of traffic devices to prevent illegal parking in driveways, timed parking, etc.
31. Staff currently do not pay for parking at Holder, Mitchell, Curtin or Gungahlin. Paid parking for staff could be introduced at these locations, noting that there would be infrastructure costs associated with the implementation.
32. Belconnen Community Health Centre provides free parking for the public. No parking is offered for staff. Paid parking could be implemented at the Belconnen Community Health Centre with infrastructure costs associated with the introduction.

### **Financial Implications**

33. Based upon the implementation of the chosen model, detailed analysis of cost, revenue modelling, and detailed implementation planning will need to be undertaken for the introduction at all sites inclusive of Canberra and Calvary Hospital campuses.

### **Internal Consultation**

34. All hospitals surveyed indicated that Medical Practitioners and VMOs were not exempt from the pay parking regime. The exception, Nepean Hospital, offered free parking to Honorary Medical Officers (HMOs), as their services to the hospital were generally voluntary. In addition, Cairns Hospital indicated that free parking is a condition of some medical officer contracts.
35. Significant internal consultation with staff is a prerequisite to applying an equitable model of pay parking within ACT Health.

### **External Consultation**

36. Comprehensive consultation with a range of external stakeholders including volunteer groups and those people visiting the hospital for outpatient appointments will be required to ensure that consumer needs and concerns are addressed.
37. The majority of metropolitan hospitals have applied tariff concession models applicable to particular primary health consumers and specific community interest groups.
38. Metro Parking Management currently manage parking for a significant number of hospitals across three states and have advised that the continued engagement of parking user groups even after commissioning new car parks, has contributed positively towards maintaining external stakeholder consensus.

### **Benefits/Sensitivities**

39. All hospitals surveyed indicated that if pay parking is introduced at Calvary or Canberra Hospital campuses there will be significant interest from members of the public, staff and unions.

40. The larger hospitals surveyed employed a *number* of consultation processes to collaboratively work through stakeholder concerns. A greater proportion of public hospitals advised that government driven consultation processes were employed to satisfy staff associations and manage stakeholder expectations.
41. The experience of the Queen Elizabeth II Medical Centre in Perth indicated that placing an emphasis on transparency and intensive public engagement about the rationale behind the introduction of pay parking, may contribute towards a smoother transition.
42. The *Nursing and Midwifery Enterprise Agreement* currently provides for free parking for the life of this agreement. This could be addressed by singling out specific, free surface car park for nurses and midwives.

### Recommendations

That you:

- Note the above information.

~~NOTED~~ PLEASE DISCUSS

- Agree to ACT Health undertaking a detailed analysis of cost and revenue pay parking modelling for both Canberra and Calvary Hospital campuses.

~~AGREED~~ / NOT AGREED / NOTED / PLEASE DISCUSS

...Katy Gallagher... 28/1/14  
Katy Gallagher MLA

Rosemary Kennedy  
Executive Director  
Business & Infrastructure

Action Officer: Michael Warylo  
Phone: 624 42114



Hospital/Health Organisation	Newly Developed Health Organisations	Wellness Children's Hospital	Royal Brisbane Hospital	Cancer Institute	QUT Western Brisbane	University of Queensland	University of Queensland	University of Queensland	University of Queensland	University of Queensland
<p>During the construction of the new hospital, the parking spaces were engaged with staff through a parking survey. The survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff. The survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff.</p>	<p>The parking survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff. The survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff.</p>	<p>The parking survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff. The survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff.</p>	<p>The parking survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff. The survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff.</p>	<p>The parking survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff. The survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff.</p>	<p>The parking survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff. The survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff.</p>	<p>The parking survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff. The survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff.</p>	<p>The parking survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff. The survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff.</p>	<p>The parking survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff. The survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff.</p>	<p>The parking survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff. The survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff.</p>	<p>The parking survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff. The survey was conducted in a number of ways, including through a parking survey, a survey of staff, and a survey of staff.</p>









**Revenue**

Projected revenue raised from the implementation of pay parking is subject to the implementation model. More specifically, which car parks have pay parking installed, which users pay, projected occupancy and parking fees.

Depending on the town centre, ACT Government pay parking rates vary between \$7.50 per day in Woden to \$13.00 per day in Canberra City. Two hourly charges within town centres rates vary between \$3.00 and \$4.50 (excluding Gungahlin).

Assuming 75% occupancy for a Monday–Friday, 7:30am–5:30pm pay parking model that charges \$7.50 per day, could generate \$1,389.00 per annum on a single parking space. The Canberra Hospital has a total of 3,264 vehicle spaces and the new Calvary car park will have 704.

Based on the current split – 250 Working days – Average across all the data collected.

2,006 staff parking spaces - 75% break down and 70% occupancy

1,258 public parking spaces - 25% break down and 70% occupancy

Hospital/Health organisation	Staff pay parking	Public Pay Parking	Consultation	Other Comments
Canberra Hospital Multistorey Undercover	Daily flat rate \$4.50 per	Hourly rate \$4.50		
(proposed applying averages across various hospitals)	Weekly rate \$22.50 per space	Daily rate \$13 for greater than six hours		

**NOTE**



We should start at low end to begin + modelling  
Should look at that.  
re not \$4.50 per hour.





TRIM Reference No. COR18/17889

<b>SUBJECT:</b>	Canberra Hospital Carpark Management
<b>From:</b>	Colm Mooney, Executive Director, Infrastructure Management and Maintenance
<b>Critical Date:</b>	30 October 2018
<b>Reason:</b>	To ensure parking arrangements at Canberra Hospital are progressed in a timely manner.

## Recommendations

That you:

Note the information contained within the brief.	<i>NOTED PLEASE DISCUSS</i>
<b>Helipad Carpark</b> Agree that 24 hour access to the Helipad carpark will only be given to staff specialists, visiting medical officers, doctors above the Registrar level, mid-call (Canberra Midwifery Program) staff and government vehicles.  Agree that all employees will have access to the Helipad carpark after 1150 hours daily.	<i>AGREED NOT AGREED PLEASE DISCUSS</i>  <i>AGREED NOT AGREED PLEASE DISCUSS</i>
<b>Southern Multistorey Carpark</b> Agree to open Level 8 of the Southern Multistorey Carpark to manage the anticipated overflow from the Helipad Carpark changes.	<i>AGREED NOT AGREED PLEASE DISCUSS</i>

.....  
*Bernadette McDonald  
 Interim Chief Executive Officer  
 Canberra Health Services*

*October 2018*



## Purpose

To provide you with an update on parking issues currently being experienced at the Canberra Hospital campus and provide recommendations to address issues surrounding the parking availability for evening staff based at the campus.

## Background

The Canberra Hospital campus provides 3,400 parking spaces for patients, staff and visitors, of which 2,000 parking spaces across seven carparks are designated for staff. The opening times of each staff carpark has been staggered to accommodate the various starting times, as follows:

Open time	Location	Open to
24 hours a day	Yamba South Carpark	Staff members and visitors
From 6:00 am	Yamba North Carpark	Staff members and visitors
24 hours a day	Southern Multistory Carpark – Levels 5, 6 and 7	Staff members only
From 9:00 am	Southern Multistory Car Park – Level 8	Staff members only
From 11:50 am	Helipad Carpark	Staff members only
From 9:00 am	Garran Oval Carpark	Staff members only
24 hours a day	Helipad Carpark	Staff specialist, Visiting Medical Officers, doctors above the Registrar level, mid-call staff (Canberra Midwifery Program), government vehicles and private vehicles that are used to support clinical services
24 hours a day	Canberra Institute of Technology	Available to the ACT Community

Parking for shift workers is also provided within the Southern Multistory car park on Level 8.

## Issues

Infrastructure Management and Maintenance routinely receives complaints regarding parking from staff, particularly those staff working evening shifts i.e. staff commencing work after midday.

One of the common issues raised relates to insufficient parking being available within close proximity to the staff member's work area and having to walk extended distances after dark to their vehicle.





A majority of workplaces that operate on a 24 hour a day basis are predominantly located on the northern end of the campus and the parking data collected demonstrates that there is a reluctance for staff to park in this location e.g. Level 8 of the Southern Multistorey Carpark. Parking data demonstrates that Level 8 often has an average parking vacancy of 75 spaces, whilst the Helipad Carpark data indicates that there is little to no capacity after 10:00 am.

By around 10:00 am on each day, both levels of the Helipad Carpark are at full capacity with approximately 25 additional vehicles parked outside of marked bays. This causes an obstruction to legally parked vehicles, a danger to pedestrians and on occasion, access/egress to the Helipad entrance. In some cases pedestrian movement (critical care patient moves) between the Helipad and the Emergency Department for patients accessing the medical helicopter is compromised.

### Helipad Carpark

The purpose of the Helipad Carpark is to provide priority parking on a 24 hour a day basis for staff specialists, Visiting Medical Officers, doctors above the Registrar level, mid-call staff (Canberra Midwifery Program) and government vehicles. However, all staff are able to gain access to this carpark after 11.50 am and this decision was made to support evening staff commencing their shift after 11:50 am.

Over the last four to five years, a large number of additional staff have also obtained the 24 hour a day access to the Helipad Carpark which has resulted in capacity issues. This access has been granted over time due to operational requirements, meeting attendance and/or staff having mobility issues. These additional access arrangements have resulted in approximately 2,000 individuals having 24 hour a day access to the 320 spaces in the Helipad Carpark.

To address the current demand pressures within the Helipad Carpark that have arisen, it is proposed that only a select group of people are provided with 24 hour a day access. All other people who have gained 24 hour access will be removed following consultation through a message to all staff.

Other staff who feel they need 24 hour access may be considered on a case by case basis and approved by the Head of Clinical Services.

### **Benefits/Sensitivities**

Canberra Health Services actively manages risks associated with illegal parking through enforcement and periodic reviews of access to restricted carparks.

It is anticipated that these changes will result in the specialist clinical groups outlined in the document being able to easily find parking in time-critical situations.

### **Media**

*Have relevant communications material to support this brief been attached (communications plan, draft media release, talking points etc)?*  Yes  No  N/A

*Has the Communications Branch been consulted?*  Yes  No  N/A



**ACT**  
Government

**Canberra Health  
Services**

**CHIEF EXECUTIVE OFFICER  
MINUTE**

The Marketing and Communications Branch will be engaged to develop communications that will focus on addressing the sensitivities surrounding potential complaints about the removal of parking privileges. These communications will also promote other parking options at the Canberra Hospital campus with the aim of providing suitable and safe parking for all staff.

Signed off by:	Colm Mooney	Phone:	62079186
Title:	Executive Director		
Branch/Division	Infrastructure Management and Maintenance		
Date:	October 2018		
Action Officer:	Michael Warylo	Phone:	62079153
Unit:	Client Services, Security and Emergency		