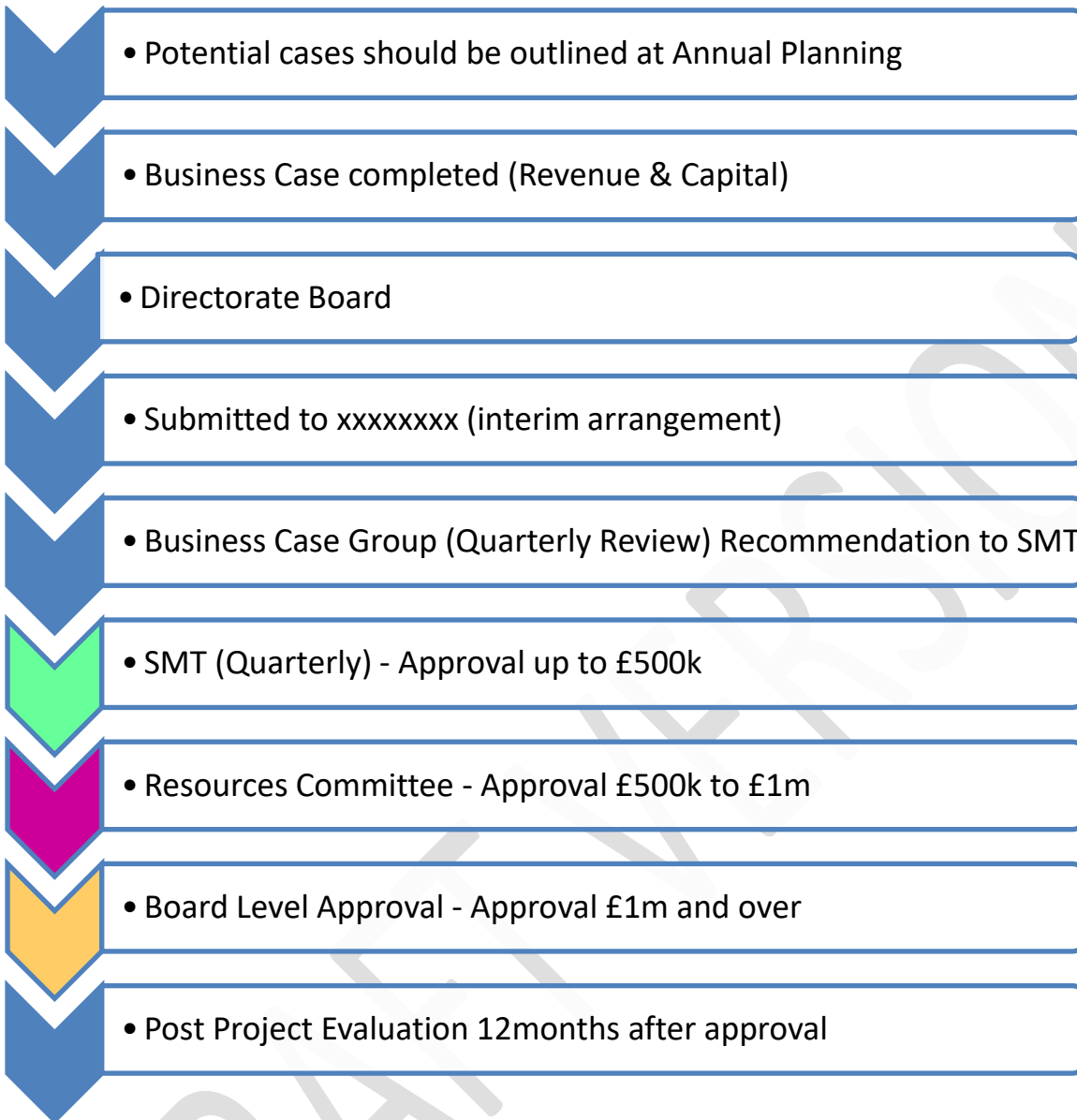


## Business Case Process



**The Business Case Review group will ensure Business Cases are accurate, address the necessary issues and will make a recommendation to SMT**

1. <b>Proposed Scheme/Project</b>	<b>Car Park Management</b>
2. <b>Date of Request</b>	22/12/22
3. <b>Lead Director (sponsor)</b>	Deputy Director of Estates and Facilities
4. <b>Directorate</b>	Estates and Facilities
5. <b>Directorate Board Approval</b>	HIF
6. <b>Scheme/Project Lead</b>	XXXXXXXXXXXX
<b>7. Summary (What is the case demonstrating?)</b>	
<p>This business case proposes a change in the current arrangements for Car Park Management from barrier controls to Automatic Number Plate recognition and the deployment of a digital permit system to better manage staff permits. Barriers will be removed from site. Failure to follow the site parking policy may result in the issue of Parking Charge Notices using ANPR infrastructure and technology provided by an external car park management company contracted via an NHS Framework.</p> <p>There is an urgent need to modernise the approach to car park management including aligning our car parking approach to the Trusts requirement to meet its sustainability plan objectives. There are targets to reduce carbon emissions which includes the need to reduce vehicle trips to the site effectively encouraging modal shifts in transport habits. The change in approach will also aim to improve car parking income which will be reinvested in associated services and incentives.</p>	
<b>8. Proposal (Is the proposal needed? Future aims and objectives?)</b>	
<p><b>Current arrangements</b></p> <p>The car parking infrastructure and systems are difficult to maintain and in a poor state of repair. Spares are difficult to source which results in protracted timescales of unavailability. There is no standardisation of equipment or suppliers and the systems do not support accurate identification and notification of available parking spaces across the site.</p> <p>The surface condition of the car parks is poor. The surface of several car parks (Willaston, Briary) is gravel/hardcore and spaces are not delineated resulting in an underutilisation of the car park by approx. 20%. Contractors are permitted free access to the site and far exceed allotted spaces further adding to parking pressure/ congestion.</p> <p>Compliance with the parking rules relies on the physical presence of staff working at predetermined hours of the day, issuing parking charge notices for breaches of the parking rules via a separate company. The current approach has a high overhead cost and poor levels of compliance.</p> <p>The Trust continue to receive complaints from visitors and patients regarding congestion on the approaching roads when entering the site and the lack of availability of spaces to park in the multistorey. It is considered that the</p>	

congestion is wholly attributable to a lack of spaces for visitors and patients to park. The barriers are regularly raised to ease congestion when this occurs cars park for free contributing to reducing income targets.

Given our paper-based systems and outdated infrastructure there is no opportunity given the current technology to incentivise other low emission transport methods to travel to the site.

### Revised Car Park Management Approach (April 2023- 2028)

A range of measures are recommended to be introduced from the new financial year including,

- Reintroduction of parking charges for staff from 1<sup>st</sup> April 2023
- Revision of the parking criteria and policy to include reasonable distance from the hospital as a likely measure of permit issue – all staff will need to reapply
- Digital online car park application service, including self-service portal launched from April 2023
- Introduction of variable staff charges depending on pay, band and contracted hours
- Introduction of emissions-based premium depending on vehicle driven on site
- Removal of physical parking barriers and introduction of ANPR technology to improve flow (waiting times/ drop off times) and compliance with the rules of parking and revenue recovery
- Pay as You Go payments to control variable needs of staff site access
- Introduction of a managed Parking Enforcement service
- Review of visitor charges and payment time bands
- Review of concessions and current compliance against NHS parking guidance with a likely increase in cases permitted for concession
- Review of future capital schemes and severely restricted on-site parking for contractors

Enablers to the above will include,

- Establishment of stakeholder groups to review and agree the parking criteria
- Creation of an appeals process during the parking permit re-application period
- Recruitment of a dedicated management resource to manage parking including income targets and contractor/ client liaison
- Reinvestment of parking income into security, parking infrastructure and Travel Plan initiatives

## 9. Options Appraisal (Range of options considered considering cost/benefits/risk)

### Option 1 - Do Nothing:

This option is not viable given the immediate need to replace our car parking infrastructure including, barriers, ticket machines and pay stations. In addition, there is a need to reduce demand for spaces and to bring a significant level of management control across our car parks ensuring compliance with our Parking policy. Income will continue to fall and the continuing unreliability of equipment would continue to contribute to these reducing income levels.

**Option 1 is NOT recommended.**

### Option 2 – Invest in upgrading barriers and systems

This option would require significant capital investment and given there is no allocated capital funding for car parking it is unlikely that the Trust/ HIF would be able to consider the upgrade for several years. (at least until 2025). During this time the infrastructure would continue to degrade, and income would continue to decline. In addition, no opportunity would exist to support the travel plan targets and the impact of congestion will likely continue to be raised via complaints. This may impact on future planning decisions including conditions applied to site building works.

**Option 2 is NOT recommended.**

### Option 3 – Modernise Car Park Management including ANPR via Car Park Management Supplier on NHS Framework.

This option would see the car park infrastructure being replaced with ANPR and associated back-office systems to support the revised approach. There is a significant degree of flexibility needed in how we manage spaces on site, and we need to engage with a car park supplier with the industry knowledge and supporting technology and necessary infrastructure to effectively support our ability to manage parking demand 24/7 and implementing a model which supports our travel plan targets.

A contract award of [REDACTED] will be required to provide the supplier with the incentive to invest in the site. If it is terminated at the request of us rather than a performance breach of contract before the [REDACTED] term this will result in the supplier charging for costs incurred including equipment and potential income from issuing of PCN's.

**Option 3 is therefore recommended.**

## 10. Viability (Potential Supplier? Value for money?)

It is proposed that a framework provider will be selected to provide the car park management service and installation of required infrastructure/ cloud based software.

The capital outlay will be at the expense of the contractor who will look to recover the cost of the investment over a five-year period.

## 11. Financial Analysis

There is no HIF capital outlay for this business case, any Estates enabling, support/ communications and marketing and equipment disposals works will be funded from avoidance costs associated with the removal of consumable items (maintenance/ tickets) from the legacy system (circa £ [REDACTED])

A separate business case will be presented to outline the reinvestment strategy of the expected improved performance from car park income. There is significant investment needed ([REDACTED]) over several years ([REDACTED]) to address the degraded surface of the car parks, identify funding stream to support ongoing maintenance works and to increase the numbers of spaces on/ off site.

## 12. Delivery (Is it achievable? Capacity to deliver the project? Robust systems and processes in place?)

A phased approach to modernising the approach will be undertaken with a number of elements commencing before the go live. A soft launch will be implemented prior to the actual go live.

A new dedicated Security and Car Parking manager will be recruited to support the revised approach and to manage the relationship with the contractor and car park users.

A high level Project Plan is as follows.

Task Name	Duration	Start	Finish
<b>Phase 1 - Approvals</b>	<b>43 days</b>	<b>Wed 07/12/22</b>	<b>Fri 03/02/23</b>
Options Paper - approvals	15 days	Wed 07/12/22	Tue 27/12/22
Business Case -drafting	15 days	Wed 28/12/22	Tue 17/01/23
Business Case Approval SMT	1 day	Wed 18/01/23	Wed 18/01/23
Business Case Approval HIF Board	1 days	Wed 24/02/23	Wed 24/02/23
Privacy Impact Assessments	3 days	Thu 26/01/23	Mon 30/01/23
Contract Award - Framework	1 day	Thu 26/01/23	Thu 26/01/23
Implement Contract Management Procedures	5 days	Fri 27/01/23	Thu 02/02/23
Confirm Payments and invoices	1 day	Fri 03/02/23	Fri 03/02/23
<b>Phase 2 - Project Governance</b>	<b>10 days</b>	<b>Thu 26/01/23</b>	<b>Wed 08/02/23</b>
Set up project team	5 days	Thu 26/01/23	Wed 01/02/23
Set up project governance and structure	5 days	Thu 26/01/23	Wed 01/02/23
Set up stakeholder groups	5 days	Thu 02/02/23	Wed 08/02/23
<b>Phase 3- Enabling</b>	<b>12 days</b>	<b>Thu 09/02/23</b>	<b>Fri 24/02/23</b>
<b>Parking Policy</b>	<b>10 days</b>	<b>Thu 09/02/23</b>	<b>Wed 22/02/23</b>
Define draft criteria	4 days	Thu 09/02/23	Tue 14/02/23
Review Policy	2 days	Wed 15/02/23	Thu 16/02/23
Define appeals process	3 days	Fri 17/02/23	Tue 21/02/23
Equality Impact Assessment	1 day	Wed 22/02/23	Wed 22/02/23
Approve Criteria	1 day	Thu 09/02/23	Thu 09/02/23
Car Park Policy Approvals	1 day	Thu 09/02/23	Thu 09/02/23
<b>Communication Plan</b>	<b>12 days</b>	<b>Thu 09/02/23</b>	<b>Fri 24/02/23</b>
Appoint Comms Team	1 day	Thu 09/02/23	Thu 09/02/23
Draft comms Plan	10 days	Fri 10/02/23	Thu 23/02/23
Approve comms plan	1 day	Fri 24/02/23	Fri 24/02/23
<b>Phase 4 - Mobilisation</b>	<b>90 days</b>	<b>Fri 27/01/23</b>	<b>Thu 01/06/23</b>
Equipment Orders	12 wks	Fri 27/01/23	Thu 20/04/23
Install and integration	30 days	Fri 21/04/23	Thu 01/06/23
Build E-Permit System	15 days	Fri 10/02/23	Thu 02/03/23
Test E-Permit System	15 days	Fri 03/03/23	Thu 23/03/23
Permit Reapplication	6 wks	Fri 24/03/23	Thu 04/05/23
Appeals process	4 wks	Fri 05/05/23	Thu 01/06/23

<b>Phase 5 - GO live</b>	<b>35 days</b>	<b>Fri 05/05/23</b>	<b>Thu 22/06/23</b>
Soft Launch	2 wks	Fri 05/05/23	Thu 18/05/23
GO LIVE	1 day	Fri 19/05/23	Fri 19/05/23
Produce Comms update	5 days	Fri 19/05/23	Thu 25/05/23
Contract management and review	1 mon	Fri 26/05/23	Thu 22/06/23
<b>Phase 6 - Short Term Reviews</b>	<b>51 days</b>	<b>Mon 03/07/23</b>	<b>Mon 11/09/23</b>
<b>30 Day Review</b>	<b>6 days</b>	<b>Mon 03/07/23</b>	<b>Mon 10/07/23</b>
<b>60 Day Review</b>	<b>6 days</b>	<b>Mon 07/08/23</b>	<b>Mon 14/08/23</b>
<b>90 Day Review</b>	<b>6 days</b>	<b>Mon 04/09/23</b>	<b>Mon 11/09/23</b>
Project Close - BAU	1 day?	Tue 12/09/23	Tue 12/09/23

### 13. Recommendation

It is recommended that Option 3 be approved with an award of contract for a minimum XXXXXXXXXXXX.

## Checklist

Colleagues are asked to ensure that consideration has been given to the following and is addressed in the business case.

Questions to be answered (If applicable)	✓
Is additional space required for the workforce, where is this and has it been agreed	NA
Are additional Electrical sockets/network points available?	NA
Is sufficient Wi-Fi available?	NA
Is IT equipment required (eg phone/laptop/desktop)?	NA
Data storage/server requirements identified.	NA
Is there adequate furniture available?	NA
Are licences required for any of the IT software and costs identified?	NA
Are new uniforms required?	NA
Delivery and installation requirements	Yes
Interdependencies on other business cases	No
Impact on other services	Yes
Energy implications (increase in electricity, gas, water consumption)	No
Maintenance requirements	Yes
Any contract implications	Yes
Future replacements included on operating plans	NA
Infection Prevention and Control implications	NA
Procurement regulations	Yes
Radiation and non-ionising protection implications	NA
Current asset number, location and net book value of equipment or building etc	Yes
Contract variations need to be considered if the case impacts HIF	Yes

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