

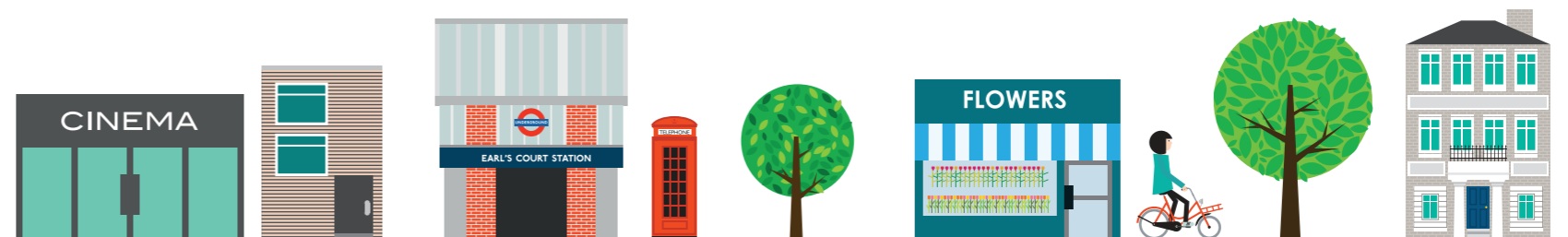
Earls Court Project

Royal Borough of Kensington & Chelsea
Application 1

S Framework Deliver and Servicing Plan

Prepared for EC Properties Ltd
by WSP & Halcrow

June 2011





Earls Court & West Kensington Opportunity Area
Framework Delivery and Servicing Plan (DSP)

EC Properties Limited
May 2011

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1 Introduction

1.1 APPOINTMENT & DOCUMENT STATUS

1.1.1 WSP has been appointed by EC Properties Limited to provide transport consultancy advice for the redevelopment of land in the Earls Court and West Kensington Opportunity Area (ECWKO), which includes land in the London Borough of Hammersmith and Fulham (LBHF) and the Royal Borough of Kensington and Chelsea (RBKC).

1.1.2 WSP has prepared three separate Transport Assessments (TAs) to accompany planning applications to redevelop the land within RBKC (Application 1), a separate planning application for the redevelopment of the land within its Borough boundary (Application 2), and a third planning application for the redevelopment of the Seagrave Road Site (which is located to the south of the Earls Court Site, south of Lillie Road). Together, planning applications 1 and 2 comprise the redevelopment of the Earls Court Site, whilst all three planning applications together propose the redevelopment of the Earls Court & West Kensington Opportunity Area (ECWKO) as designated in the Draft Replacement London Plan.

1.1.3 This document is the Framework Delivery and Servicing Plan (DSP) that is applicable to each development or the full ECWKO and will be the basis for subsequent detailed DSP documents to be developed once the end users and onsite strategy elements and contracts are agreed.

1.2 SITE LOCATION

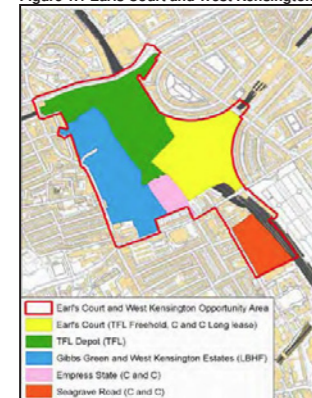
1.2.1 The ECWKO is approximately 32 hectares (ha) in size and comprises four main landholdings:

- Earls Court Exhibition Centres One and Two - on land within RBKC and LBHF respectively;
- The West Kensington and Gibbs Green Housing Estates - on land mostly owned by LBHF. The western section of the ECWKO is occupied by two estates – West Kensington (to the south) and Gibbs Green (to the north) – which are typically 1960s in their form and character. Though a few substantial tower blocks of 9, 10 and 11 storeys are present, the estate accommodation is primarily low and medium scale density buildings. This area also includes the Gibbs Green School, as well as a low rise factory building. While the school was closed in March 2009, it currently provides temporary accommodation for some pupils from the Queensmill Primary School, as well as a low rise factory building.
- The Lillie Bridge Depot - owned by Transport for London. This maintenance yard and rail tracks are located in the central and northern portions of the ECWKO. The depot is currently used as a maintenance facility by TfL. A nine storey office building is on the northern edge of the ECWKO and is used as a TfL training facility.
- The railway lines which pass through the main site and associated rail sidings – owned by Network Rail.
- Empress State Building. Located to the west of Earls Court 2 is the 31-storey (110m) Empress State Building, which is the highest building within the immediate area and currently occupied by the Metropolitan Police Service.

- The ECWKOA also includes the Seagrave Road car park which currently provides the car parking and exhibitor vehicle marshalling for the exhibition centres.

1.2.2 The primary land holdings and site land uses are shown in Figure 1.1 below.

Figure 1.1 Earls Court and West Kensington Opportunity Area



1.3 DEVELOPMENT PROPOSALS

1.3.1 Outline planning permission is sought for Applications 1 and 2 which when combined form the Comprehensive Scheme. The development quantum is defined by the "Site Wide Development Option" schedule which is included in Appendix A and shown in summary in Table 1.1 below.

Table 1.1 Site Wide Development Option Quantum of Development

| Land Use | Use Class | Max GEA M ² | Units |
|---------------------------------|-----------|------------------------|-------|
| Residential | C3 | 763,872 | 6775 |
| Office | B1 | 120,615 | - |
| Retail | A1-5 | 30,339 | - |
| Hotel | C1 | 22,445 | - |
| Leisure | D2 | 13,936 | - |
| Medical | C2 | 11,687 | - |
| Education / Community / Culture | D1 | 18,641 | - |

1.3.2 The breakdown of the residential space by unit sizes is:

| Unit Type | Maximum Number |
|-----------|----------------|
| Studio | 2% - 5% |
| 1 bed | 29% - 35% |
| 2 bed | 30% - 40% |
| 3 bed | 20% - 25% |
| 4 bed + | 5% - 10% |

1.4 DSP OVERVIEW

1.4.1 This Delivery and Servicing Management Plan (DSP) has been produced in accordance with TfL's current best practice guidelines for the production of DSPs. This document has been prepared in consultation with Transport for London.

1.4.2 A DSP is a management strategy setting out a package of measures designed to encourage the efficient and sustainable movement of goods and deliveries. The DSP will provide an important management tool for reducing transport impacts associated with the servicing of the ECWKOA.

1.5 POLICY

THE LONDON PLAN - SPATIAL DEVELOPMENT STRATEGY FOR GREATER LONDON - CONSOLIDATED WITH ALTERATIONS SINCE 2004 - FEBRUARY 2008

Policy 3C.25: Freight Strategy

1.5.1 This policy states that the Mayor will promote the sustainable development of the full range of road, rail and water-borne freight facilities in London and seek to improve integration between the modes and between major rail interchanges and the centres they serve. The development of national rail routes that relieve London of through freight is supported. DPD policies should:

- implement the spatial aspects of the freight element of the Mayor's Transport Strategy as developed by the London Sustainable Distribution Partnership and TfL's London Freight Plan 19;
- seek to locate developments that generate high levels of freight movement close to major transport routes and to minimise night disturbance;
- ensure that suitable sites and facilities are made available to enable the transfer of freight to rail and water through the protection of existing sites and the provision of new sites;
- ensure developments include appropriate servicing facilities, off-road wherever practicable, and include appropriate freight loading and parking facilities; and
- ensure collection and delivery can take place off the main bus and tram routes.

LONDON FREIGHT PLAN - NOVEMBER 2007

1.5.2 The London Freight Plan sets out the steps that have to be taken over the five to ten year period from 2007 to identify and begin to address the challenge of delivering freight sustainably in London.

1.5.3 The Freight Plan has no statutory force, but has been developed to implement the Mayor's Transport Strategy, and is a material consideration for planning. The same principles underpin the Mayor's Transport Strategy (2001).

1.5.4 The specific policy aims of the London Freight Plan are to:

- ensure that London's transport networks allow for the efficient and reliable handling and distribution of freight and the provision of servicing in order to support London's economy;
- minimise the adverse environmental impact of freight transport and servicing in London;
- minimise the impact of congestion on the carriage of goods and provision of servicing; and
- foster a progressive shift of freight from road to more sustainable modes such as rail and water, where this is economical and practicable.



1.5.5 Four main schemes have been identified to achieve the above objectives, these are:

1. Freight Operator Recognition Scheme;
2. Delivery and Servicing Plans;
3. Construction Logistics Plans; and
4. Freight Information Portal

1.5.6 Further detail of these projects is set out below.

Project One: A Freight Operator Recognition Scheme

1.5.7 This project is designed to encourage freight operators to take up green fleet management, use best practice and to increase the sustainability of London's freight distribution. The project has already been developed with trade union involvement and close collaborative partnership to engage effectively with freight operators and facilitate the sharing of information.

1.5.8 Operators will join the scheme as members, with tiers of membership reflecting freight operator achievements. It will offer members incentives to increase the sustainability of their operations and to develop their skills, including best practice development for:

- training to improve safety and reduce CO2 and emissions;
- maintenance, to improve safety and reduce fuel consumption, CO2 and emissions;
- management of road risk to improve safety, particularly for pedestrians and cyclists;
- fuel efficiency, to save costs and reduce CO2 and emissions; and
- the use of low-carbon engine technologies such as hybrid and electric vehicles, hydrogen fuel cells and bio fuels to reduce CO2 and emissions.

1.5.9 It will recognise legal compliance as the base 'bronze' level and promote the uptake of best practice covering fuel efficiency, alternative fuels and low carbon vehicles, management of road risk, legal record keeping and reducing penalty charge notices through the higher 'silver' and 'gold' levels. It will also recognise operator achievements with rewards that encourage operators to raise standards to reduce, in particular, CO2 emissions and collisions between heavy goods vehicles (HGVs) and cyclists.

1.5.10 Benefits will be developed recognising operator needs. These will include a subsidised training programme called London Freight Booster which will include an NVQ Level 2 qualification that supports the ongoing competencies requirements for drivers.

1.5.11 Members will also benefit from advice about fuel efficiency, Penalty Charge Notice (PCN) reduction, legal record keeping and the management of occupational road risks. Tailored action plans to help reduce collisions, emissions and costs will also be developed.

1.5.12 The project will set Freight Operator Recognition Scheme Standards, a quality benchmark for use by clients when awarding servicing, maintenance and supply contracts. This provides a simple way for clients to ensure the sustainable credentials of freight operators.



Project Two: Delivery and Servicing Plans

1.5.13 Delivery and Servicing Plans (DSPs) will be used to increase building operational efficiency by reducing delivery and servicing impacts to premises, specifically CO2 emissions, congestion and collisions. They also provide a tool for use by Traffic Authorities and Planning Authorities to improve reliability.

1.5.14 DSPs aim to reduce delivery trips (particularly during peak periods) and increase availability and use of safe and legal loading facilities, using a range of approaches including the consideration of consolidation and collaborative delivery arrangements to help reduce the impact of commercial goods and servicing vehicle activity in and out of premises/developments.

1.5.15 Specific consideration will be given to increasing the numbers of freight operators using best practice, and promoting Freight Operator Recognition Scheme membership through appropriate contract award criteria for servicing, maintenance and supply contracts. Organisations using this approach will be able to demonstrate best value and environmental credibility.

1.5.16 DSPs will therefore comprise of three main elements:

- a plan to reduce the number of trips, particularly in the peak periods, justified by a transport assessment that considers the benefits of using consolidation;
- a plan showing when and where deliveries and servicing can take place safely and legally; and
- details of contractual changes requiring suppliers and servicing companies to reduce the number of trips and to use legal loading facilities. The selection process for supply and servicing contracts will specify Freight Operator Recognition Scheme membership.

1.5.17 These plans will be the freight equivalent of employee travel plans and will ultimately be integrated into the travel planning process and monitored in the same way.

1.5.18 TfL and the GLA Group will take a lead in implementing DSPs for their own premises, with the boroughs following in due course. In parallel, DSPs can be linked to planning conditions for major new developments.

1.5.19 In time, borough and GLA planners will require all large planning applications for developments and all smaller developments over an agreed threshold to develop and implement DSPs. Plans will be tracked through the Travel Plan iTrace system and will feed the TRAVL database to provide valuable freight data.

1.5.20 To help prioritise where attention should be focused in line with the Traffic Management Act 2004, London's traffic authorities will be encouraged to monitor the location and density of penalty charge notices for commercial vehicles.

Project Three: Construction Logistics Plans

1.5.21 These plans are very similar to the DSPs described above and will also be integrated into the travel planning process. They cover:

- the design of buildings to maximise benefits of implementation ; and
- delivery operations during the construction phase.

1.5.22 The plans will consider consolidation and other techniques to help minimise trips (particularly in peak times), lane closures and illegal waiting/loading activities. This will in turn reduce congestion and emissions.



1.5.23 The plans also link supply and site servicing contracts to Freight Operator Recognition Scheme membership with the associated benefits of reduced emissions, collisions, congestion and costs this brings.

Project Four: Freight Information Portal

1.5.24 The Freight Information Portal will offer London, for the first time, a single interface for information on freight between London's public authorities and freight operators. It will enable the integration of systems and act as a single point of registration for deliveries in London.

1.5.25 The project aims to reduce operators' administrative costs and improve access to freight journey planning in the Capital, to support improved operational efficiency, better driver behaviour and the use of alternative fuels (including bio-fuel) and low-carbon vehicles.

1.5.26 A range of systems and services will be made available to all, with opportunities for Freight Operator Recognition Scheme (FORS) members to promote fleet and freight vehicle operational efficiency and the uptake of best practice to reduce CO2 emissions and improve safety, particularly by highlighting what can be done to reduce collisions between HGV's and cyclists. Key partners will be all those with data or systems affecting freight operators and deliveries in London.

MANAGING FREIGHT EFFECTIVELY: DELIVERY AND SERVICING PLANS - TFL 2007

1.5.27 TfL provide additional guidance on the production of DSPs within their document entitled 'Managing Freight Effectively'. The document identifies that the plan needs to be tailored to the specific requirements of the building, but outputs can include:

- a plan identifying where safe and legal loading can take place;
- an agreement for occupants to use freight operators who can demonstrate their commitment to following best practice – for example, FORS members. Visit www.tfl.gov.uk/fors for more details; and
- proactive management of deliveries to reduce the number of unnecessary journeys and increase the use of more sustainable modes, where possible.

1.5.28 The guidance also identifies some of the most effective tools and techniques to minimise the impact of freight activity on London's roads.

1.6 THE LONDON LOW EMISSIONS ZONE - 2008

1.6.1 The Low Emissions Zone (LEZ) is a scheme that aims to improve air quality in the City by setting and enforcing new emissions standards for HGV's, large vans and minibuses, and deterring the use of the most polluting vehicles by freight operators. The London LEZ is a "first" for the UK and is one of the largest schemes of its type in the world.

1.6.2 The LEZ came into force on 4 February 2008 for lorries over 12 tonnes with different vehicles affected over time and tougher emissions standards introduced in 2012. Cars and motorcycles are not affected.

1.6.3 The LEZ operates 24 hours a day, seven days a week, every day of the year including weekends and public holidays, with a daily charge of £200 being applicable for lorries, buses and coaches; and £100 for heavy vans and minibuses which do not meet the required standards.

1.6.4 The LEZ is enforced through fixed and mobile cameras which then read vehicle registration number plates and check against a database of vehicles which



meet the LEZ emissions standards, are either exempt or registered for a 100% discount, or from which the LEZ daily charge has been paid.

1.6.5 All roads surrounding the ECWKOA are within the LEZ which covers all 33 London Boroughs and extends to Junction 3 of the M4 to the west of the site.

1.7 REPORT STRUCTURE

1.7.1 The report is set out as follows:

- Chapter 2 presents the servicing provision on the site including details of site management and forecasts of servicing vehicle generation based upon the TA;
- Chapter 3 identifies the objectives of the Delivery and Servicing Plan;
- Chapter 4 presents the measures and initiatives to be employed to increase servicing efficiency for the ECWKOA; and
- Chapter 5 presents the proposed methodology for monitoring and review.

2 Delivery and Servicing Plan Objectives

2.1 OBJECTIVES

2.1.1 Delivery and Servicing Plans developed through the planning process seek to support sustainable development. They are drafted within the context of the guidance provided within the London Freight Plan and TfL's best practice guidance.

2.1.2 This Framework Delivery and Servicing Plan will therefore seek to achieve the following objectives:

- Demonstrate that goods and services can be delivered, and waste removed, in a safe, efficient and environmentally-friendly way;
- Identify deliveries that could be reduced, re-timed or even consolidated, particularly during busy periods;
- Improve the reliability of deliveries to the site;
- Reduce the operating costs of building occupants and freight companies; and
- Reduce the impact of freight activity on local residents and the environment.

3 Servicing and Refuse Collection Proposals

3.1 GOODS VEHICLE GENERATION

3.1.1 The travel demand associated with servicing and deliveries has been established in the Transport Assessments for the respective applications for trips that are likely to occur during the AM and PM peak hours and a summary of this forecast demand is set out below in Table 3.1.

Table 3.1: ECWKOA Peak Hour servicing trips

| Mode | AM Peak | | | PM Peak | | |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|
| | In | Out | | In | Out | |
| LGV | 32 | 30 | 62 | 10 | 11 | 21 |
| HGV | 17 | 16 | 33 | 5 | 5 | 10 |
| Total | 49 | 46 | 95 | 15 | 16 | 31 |

3.1.2 It should be noted that the methodologies used to forecast these servicing and delivery trips take no account of the strategies and economies of scale likely to be achieved through the adoption of this DSP and therefore these estimates are likely to be a worst case scenario.

3.2 RESIDENTIAL SERVICING PROPOSALS

3.2.1 Servicing for the residential units will be undertaken from the internal, private cores.

3.2.2 The maximum size of vehicle servicing the residential apartments would be restricted to 10m rigid HGV's. This would be the maximum size of vehicle that would be reasonably expected to deliver to any residential apartment; more likely the maximum vehicle would more normally be an 8m rigid HGV with transit sized vans being much more commonly used. All access and stopping of servicing vehicles within the private site will be actively managed by the site management company.

3.3 COMMERCIAL SERVICING PROPOSALS

3.3.1 Retail and commercial uses will have deliveries undertaken at ground level from the High Street or Broadway, with the exception of servicing to larger buildings where this may be required from a side street within a specific bay. The estate roads will be actively managed by on site estate management staff to prevent these streets from being used by vehicles unconnected with the development.

3.3.2 Servicing zones with 45° entry and exit tapers will be provided in appropriate locations. This area is suitable for either a single large goods vehicle or two small light goods vehicles. A maximum dwell time will apply to each of these areas unless specifically arranged with the on-site management. For ad hoc deliveries, these are expected to be minimal but an allocation of space will be made at the point of entry to the site at the main management office.

3.3.3 Outside the boundaries of the site parking and loading restrictions will be operated by the local authority.

3.3.4 Vehicle movements to, from and within all servicing zones within the site will be monitored by CCTV surveillance and reviewed by the security office to ensure that it is being used safely and securely and at appropriate times.



3.4 ACCESS ROUTES AND SERVICE AREAS

3.4.1 Figure 2 below outlines the internal road layout and areas where servicing will be permitted and facilities provided.

Figure 2: Roads Access and Location of Servicing Zones:

3.5 RESIDENTIAL & COMMERCIAL REFUSE COLLECTION PROPOSALS

3.5.1 The refuse produced by the proposed development would be general commercial and residential waste. As such the commercial waste is subject to the "Duty of Care" and "Controlled Waste" as set out in the 1990 Environmental Protection Act – Waste Management, The Duty of Care Code of Practice.

Residential Waste Disposal

3.5.2 Two options for residential waste disposal within the site are currently under full and equal consideration.

3.5.3 The first is a Vacuum Waste System which is an underground system that allows users to deposit different waste bags into different inlets and the waste is then transported through an underground pipe network. In addition automated systems are now available for emptying litter bins located around public areas.

3.5.4 Once deposited the waste is then sucked through underground pipes by a fan system to a central bulking point where it is stored in airtight containers, which can then be taken on for further reprocessing by the waste contractor for RBKC and LBHF Environmental Services.

3.5.5 Industry estimates are that 700 residential units worth of waste can be stored in one container that can be collected by one vehicle which will provide significant benefits in vehicle impact terms when compared to traditional waste collection strategies.

3.5.6 In summary, the benefits of a Vacuum Waste System include:

- Confirms and illustrates a long term commitment to sustainable waste management, helping achieve development targets of zero waste to landfill.
- Eliminates local environmental impacts caused by traditional waste collection vehicles (by up to 90%) through reducing vehicular trips,
- Frees up space inside and outside of buildings.
- Does not attract pests or release noxious odours.
- Improves the working environment for waste collectors by eliminating all physical contact with the waste, reducing the need for lifting heavy items and the risk of infection.

3.5.7 The second option is for communal refuse rooms to be provided in individual buildings at ground or basement levels. Within these facilities standard waste and recycling bins would be provided.

3.5.8 Eurobins would be the most suitable container for the storage of refuse. All refuse storage areas will be provided at ground or basement level with entrance points to the refuse storage areas located within 9 metres of where the collection vehicle can stop, on a reasonably level and smooth surface.

3.5.9 The stores would be designed by the respective architects, but be managed by the Estate Management Team and should comprise the following design elements:



- Sealed floors taken a minimum of 1 metre up the walls
- Water and drainage outlets to facilitate cleaning
- Sufficient space to rotate the bins
- Robust protected doors to prevent damage during bin manoeuvres

3.5.10 All of the above will facilitate the management process and in particular ensure the bin stores are clean environments, which residents wish to use. This will in turn encourage correct waste disposal methods.

3.5.11 Depending on the location of the bin stores and agreed collection points by the respective Local Authorities' refuse departments, consideration will need to be given to:

- Bin tugs, their storage and charge points
- Bin temporary storage / waiting areas

3.5.12 Refuse collections will be undertaken on a regular, pre-arranged time basis with a collection slot within a 30 minute window provided.

Commercial Refuse

3.5.13 The overall waste strategy will aim to coordinate the individual commercial waste collection arrangements while taking account of specialised requirements such as clinical waste and cooking oil.

3.5.14 Should the local authority not wish to collect some, or all, of the workplace waste the commercial operator will arrange the collection of refuse with an external waste collection contractor, such as Bywaters or Cleanaway, who would be asked to tender for the collection of refuse from these buildings. Any external waste contractor would also be required to collect at pre-arranged times to ensure that the site can be managed effectively.

Recycling

3.5.15 Recycling forms an important strategy element within the development and the proposals intend to "at least be in line with and in some cases exceed proposed London Plan targets for the Boroughs".

3.5.16 Currently LBHF and RBKC provide dry recycling; however organic waste recycling is not available at present. LBHF does however promote composting.

3.5.17 Throughout the development there will be a large number of green areas in particular the Lost River Park and the proposed Green Urban Rooms/ garden squares. Organic debris will where possible be composted and reused on site.

4 Delivery and Servicing Management Measures

4.1 INTRODUCTION

4.1.1 This Section outlines the overarching measures and initiatives included within the Delivery and Servicing Plan which are applicable to all land-uses provided within the development site. Specific measures relating to the residential and commercial occupiers follow thereafter.

4.1.2 This Delivery and Servicing Plan will specifically aim to ensure that servicing of the development can be carried out efficiently, without creating any negative impacts upon the local highway network, residents and commercial occupiers within and surrounding the site, and the environment.

4.1.3 In accordance with TfL's best practice guidance contained within their document entitled 'Managing Freight Effectively: Delivery and Servicing Plans' the proposed management measures and initiatives have been grouped into the following areas. Each of these are considered in turn below:

- Design;
- Procurement Strategy;
- Operational Efficiency;
- Waste Management; and
- Road Trip Reduction.

4.2 DESIGN

4.2.1 The London Freight Plan recognises that good design can minimise disturbance for residents at, or en-route to, the site, and the impact of servicing upon the surrounding highway network, the specific design related measures implemented as part of the development are set out in turn below:

Off-Street Servicing Facilities

4.2.2 The proposed development has been designed to ensure that the majority of servicing activities will take place off the public carriageway in order to ensure that traffic flows on the surrounding highway network are unaffected by the operation of the site. Servicing will be taken from within the site boundary at ground level. Details of the servicing proposals are provided within Section 3 of this report.

Risk Assessment of Servicing Areas

4.2.3 A risk assessment would be normally undertaken by suitably trained site management staff prior to use. This assessment will examine the following issues.

- Adequate manoeuvring space for the vehicles;
- Interaction with pedestrians and cyclists;
- Adequate unloading area;
- Level route from vehicle to destination;
- Interaction with vehicles; and
- Visibility of management staff.

Servicing Restrictions

4.2.4 The internal access roads and the servicing areas have been designed to accommodate the largest vehicle types that can reasonably be expected to service each occupier within the site. These vehicles are as follows:

- 16.5 Arctic HGV (Width 2.5; Length 16.5m; Height 4.0m)
- 11m Rigid HGV (Width 2.5m; Length 11m; Height: 3.7m);
- Large Refuse Vehicle (Width 2.5m; Length 9.9m; Height: 3.7m);
- Fire Pump Appliance (Width 2.3m; Length 8.5m; Height: 3.7m); and
- Transit Van (Width 2.2m; Length 5.5m; Height: 2.4m).



4.2.5 Only the roads that will require large vehicle access have been designed to accommodate arctic and rigid vehicles which will ensure that residential streets are designed for small scale vehicles accordingly.

4.2.6 Any vehicles exceeding the maximum vehicle size would not be permitted into the site, unless specific delivery arrangements were made in advance.

Traffic Management Regulation Audit

4.2.7 An audit of the local traffic management regulations on the road network surrounding the site has been undertaken based upon site observations and Traffic Management Regulations. The routes to and from the site do not place any particular restrictions on access to and from the site due to its good connections to the strategic road network. Detailed information on restrictions across the road network, including minor routes is contained on the London Lorry Control network website (www.londonlorrycontrol.com).

4.2.8 The London Low Emission Zone will also require suppliers operating delivery vehicles which do not meet emission standards, to pay a daily charge for journeys within London.

Security Measures

4.2.9 As noted within Chapter 3, the security measures will be provided within the development site are as follows:

- Interim monitoring via the Estate Management Team and concierge staff will ensure that the site is being used safely and securely and at appropriate times.

Secure Delivery Drop-off Facilities

4.2.10 The London Freight Plan identifies that first-time delivery efficiency to premises, including for home delivery, should be encouraged such as through the use of agreed delivery points and concierge services.

4.2.11 To ensure that the turnaround of delivery vehicles is maximised and ensure that duplication of journeys to the site is minimised, the site management office or concierge will be authorised to receive small / medium sized goods (with the exception of food deliveries and other perishable items) for residents.

4.2.12 Residents will be provided with the opportunity to opt into or out of this scheme to minimise risks of liabilities for valuable items. To aid this process, residents opting in to this scheme will be encouraged to inform the site management office or concierge of any expected parcels which may be delivered whilst their dwelling is unoccupied.

4.2.13 Acceptance of deliveries to the commercial units are not considered to be required, due to the booking system implemented on the site together with the fact that most commercial deliveries will be received during business operating hours.

Accommodating Special Deliveries

4.2.14 Special deliveries to the site, such as plant maintenance vehicles will need to be pre arranged. The delivery time and duration will be negotiated with the site management office to minimise the impact upon the routine daily servicing requirements of the development. Out of peak deliveries will be encouraged for such deliveries wherever possible.

4.3 PROCUREMENT STRATEGY

4.3.1 Procurement process should demonstrate an awareness of all vehicle activity associated with the site, its impacts and appropriate measures to reduce it. This will be undertaken by the site management company.

Freight Operator Recognition Scheme

4.3.2 Commercial occupiers will be encouraged to contract suppliers registered with a best practice scheme, such as the Freight Operator Recognition Scheme (FORS). Full details of the benefits associated with FORS are detailed earlier within this document.

Consolidation of Suppliers

4.3.3 Residents will be encouraged to source everyday items from local shops in order to contribute towards reducing the number of deliveries to the site. The location of local shops and services, including supermarkets, will be promoted through the residential travel pack that will be issued to residents as part of the Travel Plan.

4.3.4 Commercial occupiers will also be encouraged to co-ordinate deliveries wherever possible in instances where common suppliers are used. This will be achieved through an arrangement of an informal businesses forum.

4.4 OPERATIONAL EFFICIENCY

Delivery Restrictions and Enforcement

4.4.1 The restriction of peak hour deliveries will in part effectively be self-regulating due to the congested peak hour conditions on the local road network in and surrounding the ECWKO, resulting in most suppliers seeking to avoid non-essential deliveries during the peak hours.

4.4.2 Analysis undertaken and reported in the Cumulative Impact Assessment identifies that 23 deliveries to the residential units will occur during the AM Peak Hour (08:00-09:00) with 8 deliveries forecast during the PM peak hour (17:00-18:00). The commercial development is forecast to generate 24 deliveries during the AM peak 17 and 9 deliveries during the PM peak.

4.4.3 Other than the promotion of out-of-hours deliveries, it is not considered necessary to implement any other measures to reduce peak hour deliveries further.

Promotion of Freight Information Portal

4.4.4 The Freight Information Portal will be promoted by the site management company to raise awareness of this resource amongst the workplace occupiers within the site and encourage the adoption of good practice servicing and delivery strategies. The Corporate and Social Responsibility benefits associated with using suppliers adopting sustainable freight and servicing practices will also be promoted to workplace occupiers.

Communication of Delivery Procedures

4.4.5 The delivery procedures in operation on the site will be communicated to workplace occupiers and residents upon occupation. The workplace occupiers will



be responsible for informing their suppliers of any delivery restrictions and communicating the booking/ management strategy as set out below:

Workplace Servicing Booking / Management Strategy

4.4.6 A workplace vehicle booking / management system will be implemented on the site to manage and schedule vehicle activity around the surface level service zones. The system will be managed by the site management team.

4.4.7 Workplace deliveries to occupiers of the development will be allocated into 15-minute slots, within a maximum dwell time of 30 minutes, unless otherwise negotiated with the site management office. To book a delivery slot the supplier will contact the management office in advance of their arrival to the site.

4.4.8 If a vehicle arrives outside of its allotted time during periods of peak demand, the servicing area supervisor will have the authority to refuse admittance until an appropriately sized service bay becomes available, in which case a new allotted delivery slot would be arranged with the supplier.

4.4.9 In the case of a delivery which is not scheduled at all, the site management supervisor will confirm that the delivery is required by contacting an authorised tenant representative before any goods are removed from the vehicle. If the delivery is not expected then the driver will be requested to leave.

Out of Hours Deliveries

4.4.10 The design of the site is such that care will need to be taken of managing and permitting out of hours deliveries. The reason for this is due to the predominantly residential nature of the development and the noise effects associated with some of the delivery locations. It is noted that daytime deliveries will not present a significant impact on residents and tenants with the proper level of management.

4.4.11 A noise abatement strategy will also be in place for any permitted out of hours deliveries, whereby services vehicles would be instructed by the management office to turn off their engines once parked within servicing bays, for the duration of servicing activity.

Staff Training Requirements and Responsibilities

4.4.12 The appointed Estate Management Team will be responsible for providing funding and time resources for all of their site-based staff to receive appropriate training related to the processes and procedures in operation on the development site. On-going training requirements will be identified through annual Personal Development Reviews (or equivalent internal review process).

4.5 WASTE MANAGEMENT

Waste Reduction, Storage and Removal Measures

4.5.1 Section 3 set out the Waste Management Proposals which adheres to guidance contained within the London Freight Plan which states that developments should provide sufficient facilities for storage and collection of segregated waste.

4.5.2 The proposed development site will provide segregated waste storage for both the residential and workplace occupiers. Waste is segregated into general waste, dry comingled recyclables and wet / organic waste.

Refuse Collection Procedures

4.5.3 All refuse collection will be undertaken from the service zones close to the waste storage areas for each building to minimise the interaction with pedestrian and cyclist movements.

4.5.4 Refuse collection will be undertaken outside of the peak hours where possible, with the specific collection times being arranged with the local authority or private waste contractor to minimise impacts upon the operation of the site. All waste will be collected directly from the refuse rooms with no secondary management.

4.6 ROAD TRIP REDUCTION

Delivery and Collection Frequencies

4.6.1 The number of service vehicle trips has been set out in Section 3 of this document where it should be noted that the methodologies used to forecast these servicing and delivery trips take no account of the strategies and economies of scale likely to be achieved through the adoption of this DSP and therefore these estimates are likely to be a worst case scenario.

Encouraging Deliveries by Sustainable Modes

4.6.2 Workplace occupiers of the site will be encouraged to use suppliers who are affiliated to the Freight Operator Recognition Scheme and operating green fleets complying with the emission standards set out by the London Emission Zones. Workplace occupiers will also be encouraged to publicise sustainable 'best practice' measures via the Freight Information Portal. In so doing this measure will contribute towards encouraging more maintenance contractors to use electric vehicles.



5 Enforcement, Monitoring and Review

5.1 ENFORCEMENT

5.1.1 The contents of this Framework Delivery and Servicing Management Plan have been prepared in order to inform the planning authority of the developer's intent for the planning application for this site. Therefore, and through the planning process, it will be complied with unless otherwise agreed in writing with the planning authority.

5.2 MONITORING

5.2.1 A programme of monitoring and review would be implemented for a period of time to generate information by which the success of the Delivery and Servicing Plan can be evaluated against the objectives set out within Chapter 2.

5.2.2 Monitoring and review of deliveries to the site will be the responsibility of the Site Manager (or appointed consultant) and will be funded by the developer, or an appropriate service charge.

5.2.3 A delivery survey will be undertaken a maximum of 6 months after the following criteria have been met:

- 75% of residential units are occupied; and
- 75% of workplace floor area is occupied.

5.2.4 The delivery surveys will be undertaken in accordance with the standard TRAVL Delivery Survey Methodology to allow their incorporation into the iTRACE monitoring database. The delivery surveys will be undertaken simultaneously with the travel surveys associated with the implementation of the Travel Plan, where timescales permit.

5.2.5 The Site Manager (or appointed consultant) will ensure the delivery surveys are undertaken during the third and fifth year after the initial survey.

5.2.6 The monitoring reports will be prepared to summarise the result of each survey for submission to the local planning authority, as set out below.

5.3 REVIEW

5.3.1 The Site Manager or appointed consultant will report the survey results to LBHF and RBKC within one month of the survey being undertaken. The results of the delivery survey will then be reviewed in consultation with LBHF and RBKC.

5.3.2 This process will provide the opportunity for current delivery operations and procedures on the site to be reviewed and new management measures to be implemented (if necessary) to achieve the objectives set out within Chapter 2.

Appendices, Figures & Tables

Drawings

Appendices

