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## Servicing & Deliveries Management Plan (SDMP)

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A report prepared on behalf of McAleer & Rushe Contracts UK Ltd

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# 1 Introduction

## 1.1 Context

- 1.1.1 This Servicing & Deliveries Management Plan (SDMP) has been prepared by Transport Planning & Highway Solutions (TPHS) on behalf of McAleer & Rushe Contracts UK Ltd, in respect of office-led development proposed to come forward at Drury Works, 160-161 Drury Lane, London, WC2B 5PN, located at the corner of Drury Lane and Parker Street within central London.
- 1.1.2 This SDMP has been prepared as a draft at this application stage to set out management and operational principles which would be adopted by tenants at the site, to provide both London Borough of Camden and Transport for London (TfL) with a level of confidence that the servicing and deliveries activity associated with the plot would come forward under a managed environment as much as practicable for such a scheme and site location.
- 1.1.3 This SDMP has been prepared in line with the outline guidance issued by Transport for London (TfL), '*Delivery & Servicing Plan Guidance (December 2020)*', but also cognisant of scoping discussions with LB Camden with regard to the storage and collection of site waste.

## 1.2 Development Summary

- 1.2.1 The Drury Works building at the site currently comprises a gross external area (GEA) of 1,340 sqm., primarily of office floorspace (of 1,277 sqm. GEA) across five floors but with a small quantum of café / retail floorspace (of 63 sqm. GEA) at ground floor and basement levels. As of March 2023, only the office floorspace at second floor level is occupied.
- 1.2.2 There are no dedicated off-street arrangements for servicing and deliveries associated with the scheme, including no internal provision for the storage of waste which instead is brought to the street frontage on the day of collection.
- 1.2.3 The proposed scheme to come forward at the site would comprise provision of an additional fifth floor and minor extensions at first and fourth floor levels, as well as with internal reconfiguration on a floor-by-floor level, with again the overall scheme having predominantly office floorspace (of 1,564 sqm. GEA) across six floors but with again a small quantum of café / retail floorspace (of 97 sqm. GEA) at ground floor and basement levels.
- 1.2.4 Similarly to the existing operation there would be no dedicated off-street arrangements for servicing and deliveries brought forward as a result of the scheme proposals. There would be, however, provision of dedicated internal arrangements for storage of waste to be accessed as required by collection operatives instead of this having to be on the street frontage.

- 1.2.5 Whilst the application to which this Servicing & Deliveries Management Plan (SDMP) would correspond with small increases only to each of the office floorspace (+287 sqm. GEA) and the café / retail floorspace (+34 sqm. GEA) at the site, and that there is no SDMP in place currently, this SDMP would be applicable to all tenants at the site – existing and future.

### 1.3 Plan Purpose & Objectives

- 1.3.1 This Servicing & Deliveries Management Plan (SDMP) covers the general servicing and deliveries, including refuse collection, associated with full build of the scheme, thus that associated with the operation of each of the office floorspace and the café / retail floorspace, coming forward as an overarching strategy to be adopted and implemented by Building Management to ensure a consistent and co-ordinated approach amongst tenants.
- 1.3.2 By means of this plan there will be active and explicit guidance for the arrangements of servicing and deliveries associated with tenant activity at the site, but with this being cognisant that with no dedicated off-street facilities to be brought forward (other than the refuse storage) there would be the use of arrangements available on the public highway.
- 1.3.3 This plan is primarily a means of assisting Building Management to better manage deliveries, to make sure that servicing and deliveries activity associated with the office and café / retail uses works as effectively and efficiently as practicable, in line with current best practice. This is the overarching aim towards which the plan works.
- 1.3.4 As all sites are different from each other, a plan for an individual site is unique to that site and the constituent uses. This is demonstrated in particular with regard to the scheme at Drury Works by means of having to accommodate the demands of both office and café / retail tenants in an external environment interfacing with other third parties around the site.
- 1.3.5 However, as the TfL guidance outlines, *'any site that receives deliveries or has servicing activity (including waste collection and recycling, and facilities management) can benefit from a DSP'*. Against this context, objectives of the SDMP are as follow:
- to reduce the impacts of servicing and deliveries movements and facilitate sustainable freight travel to and from the development;
  - to manage deliveries to reduce the number of servicing trips, such as in terms of servicing during the network peak hours and through use of combined deliveries;
  - to co-ordinate and manage servicing and deliveries activities effectively, so as to provide and maintain access to safe and legal loading facilities;
  - to reduce CO<sub>2</sub> emissions and congestion by improving relationships between site tenants, Building Management, and service providers;
  - to encourage the use of delivery companies and service providers which can demonstrate commitment to best practice and sustainable freight practices.

1.3.6 In working towards these objectives, the implementation and management of this SDMP with regard to servicing and deliveries activity at Drury Works is expected to bring forward a number of benefits to both site users and the wider community:

- reducing the environmental impact of non-residential operators at the site, through better managing contribution to traffic levels;
- improving efficiency of servicing and deliveries activity associated with operations at the site, through developing a regulated and managed strategy;
- improving the reliability of servicing and deliveries activity associated with tenants at the site, reducing costs to both tenants and their service providers;
- identifying opportunities to reduce impacts of servicing and deliveries activity associated with tenants at the site, such as through retiming and co-ordination.

## 1.4 Plan Structure

1.4.1 The next sections of this Servicing & Deliveries Management Plan (SDMP), prepared in outline at this application stage for the full scheme at the Drury Lane site, presents the following:

- Section 2: Policy Context, which details the policy and guidance at the London-wide and borough-wide levels underpinning both the initial development and subsequent implementation and management of this plan.
- Section 3: Delivery & Servicing Arrangements, which details the proposed arrangements for servicing and deliveries to be available to site tenants, as well as the typical expected frequency of deliveries and collections for each tenant type.
- Section 4: Delivery & Servicing Management Measures, which details measures that Building Management would seek to implement to support efficient servicing and deliveries, as well as to mitigate any potential impacts on local amenity.
- Section 5: Monitoring & Review, which confirms the commitment to secure the plan going forward, setting out a series of targets developed specifically for the plan and how the plan would be monitored and reviewed following implementation.

## 2 Policy Context

### 2.1 Introduction

2.1.1 At the London-wide level the London Plan provides the overall strategic plan, as it sets out a fully integrated economic, environmental, transport and social framework for the development of the Greater London area. Further policy and guidance at the London-wide level include TfL's *'Delivery & Servicing Plan Guidance (December 2020)'*.

2.1.2 At the borough-wide level Camden's Local Plan comprises a collection of planning documents that sets out the strategy for future development across the borough.

### 2.2 Regional (London) Policy & Guidance

#### *London Plan*

2.2.1 The current London Plan (March 2021) puts forward a series of policies relating to transport-related matters at Chapter 10 *'Transport'*, with deliveries and servicing collectively covered in Policy T7 of the plan and with this referencing that:

*'Proposals should facilitate safe, clean, and efficient deliveries and servicing' and that 'adequate space for servicing, storage and deliveries should be made off-street, with on-street loading bays only used where this is not possible'.*

2.2.2 This policy also references that *'Delivery and Servicing Plans will be required and should be developed in accordance with Transport for London guidance and in a way which reflects the scale and complexities of developments'*, as well as that developments *'should be designed and managed so that deliveries can be received outside of peak hours'* and that *'facilities are required to minimise additional freight trips arising from missed deliveries'*.

#### *Freight and Servicing Action Plan*

2.2.3 Transport for London (TfL) has in place a *'Freight and Servicing Action Plan (March 2019)'*, which has been developed to set out a series of actions *'to support safe, clean and efficient freight operations'*. Action 8, which is put forward with regard to *'opportunities to offer an enhanced service for clean, safe and efficient freight'*, references that:

*'Working in partnership with freight and fleet operators over the next year, we will demonstrate how we could jointly improve the reliability and efficiency of operations by providing an enhanced level of service for certain freight vehicle movements and retiming trips to different times of day where there is spare capacity.'*

2.2.4 Action 11 within the same plan puts forward how TfL will *'raise awareness of the impact of deliveries'*, with this including use of *'communication channels and existing marketing campaigns to raise awareness of the impact of personal deliveries and encourage consumers to make responsible and healthy choices'*, whilst Action 17 sets out how TfL will *'work with our partners to ensure freight and servicing is carefully planned for in new developments'*, with this being so that *'freight can be adequately accommodated'* within developments.

### *Delivery and Servicing Plan Guidance*

- 2.2.5 To address the commitment put forward in Action 17 of the *'Freight and Servicing Action Plan (March 2019)'*, TfL prepared updated guidance with regard to the preparation of Delivery & Servicing Plans (or similar documents) and with *'Delivery and Servicing Plan Guidance – Planning for Safe, Clean, and Efficient freight in London'* published in December 2020.
- 2.2.6 This guidance firstly defines a DSP, which is directly interchangeable with a Servicing & Deliveries Management Plan (SDMP), with this put forward as *'a Delivery and Servicing Plan (DSP) sets out how building occupiers will enable Safe, Clean and Efficient deliveries to their site'*, then outlines the scope for such a plan, with this being considered to comprise:
- *the physical design and layout of the site, and how it provides adequate provision for delivery and servicing activity from day one;*
  - *the day-to-day policies and measures which will be implemented so that deliveries and servicing are appropriately managed, and how the disruption and environmental impact of that activity locally will be minimised over time. It should set appropriate targets for continuous improvement, and*
  - *it also sets out the forecast trip rates for the site.*
- 2.2.7 The importance of engagement as part of the plan process is also confirmed within the guidance, such that *'the DSP is communicated to everyone in the building, so that there is a sense of ownership and responsibility'* and *'the communication and implementation of the actions in the DSP needs to be an ongoing conversation and challenge'*.
- 2.2.8 The guidance then sets out the benefits which could be forthcoming from the implementation and management of such a plan at a site, then putting forward measures for consideration and the corresponding role of data collection and monitoring.

### *Emissions Zones*

- 2.2.9 The Low Emission Zone (LEZ) is a scheme developed and brought forward by the Greater London Authority (GLA) with Transport for London, which covers the vast majority of the Greater London area and is in operation 24 hours daily without exception.
- 2.2.10 The scheme was introduced to encourage the most polluting heavy vehicles, primarily those using diesel, to become cleaner to support improvements to air quality, with strict emissions standards enforced upon HGVs, LGVs, coaches, buses, motorised caravans and other vehicles except private cars; otherwise, should the vehicle not meet the prescribed emissions standards, there is a daily charge ranging from £100 to £300.

- 2.2.11 Currently, for larger vans up to 3.5t gross vehicle weight no charge is applicable if Euro 3 (particulate matter) standards are met; otherwise, there is a daily charge of £100. For lorries and HGVs with gross vehicle weight in excess of 3.5t, the same daily charge is applicable if Euro IV (particulate matter) standards are met but not Euro VI (NOx and particulate matter) standards. If these former standards are not met, the daily charge increases to £300.
- 2.2.12 In tandem with the LEZ, the Ultra-Low Emission Zone (ULEZ) is in place across both the central London and wider inner London areas (the latter defined by the North Circular and South Circular) and similarly is in operation 24 hours daily (excluding Christmas Day). Whilst LGVs and HGVs with gross vehicle weight in excess of 3.5t do not pay additionally for travel within the ULEZ, there is a daily £12.50 charge for light vehicles up to and including this weight should emissions standards (Euro 4 for petrol and Euro 6 for diesel vehicles) not be met.

## 2.3 Local (Borough) Policy & Guidance

### *Camden Local Plan*

- 2.3.1 The Camden Local Plan, published in 2017, provides the detailed policies to guide development within the borough, with Policy T4 ‘Sustainable movement of goods and materials’ being that of most relevance to this plan, leading with;

*‘The Council will promote the sustainable movement of goods and materials and seek to minimise the movement of goods and materials by road.’*

- 2.3.2 The same policy puts forward three expectations of developments, which include preparation of ‘Delivery and Servicing Management Plans’ as well as ‘prioritising use of...major roads’ and to ‘accommodate goods vehicles on site’, but with reference that these are tied into development schemes exceeding 2,500 sqm. of floorspace.

### *Camden Planning Guidance (CPG): Transport*

- 2.3.3 Subsequent planning guidance prepared by London Borough of Camden include that relating to ‘Transport’, published in January 2021, which provides guidance with regard to ‘Delivery and Servicing Plans’. These are defined as a tool ‘to manage and mitigate potential impacts of deliveries and servicing on the amenity and safety of the general public’.
- 2.3.4 The ‘Transport’ CPG puts forward the aim of such a plan to be ‘to minimise motorised freight movements, mitigating against the negative impacts of freight movement in general, in particular those of motorised freight traffic’, through the management of a number of key areas, including: loading location, delivery timing, routing, vehicle type and control measures, monitoring and ‘specific considerations according to land use, where applicable’.
- 2.3.5 The subsequent commentary within the ‘Transport’ CPG then sets out further considerations with regard to each of the key areas around which the plan should be developed.



## 3 Delivery & Servicing Arrangements

### 3.1 Overview

- 3.1.1 Reflective of the scale of the Drury Works building extent following the provision of the additional fifth storey and minor extensions at first and fourth floor levels, of a total gross external area of 1,661 sqm. split between 1,564 sqm. of office floorspace and 97 sqm. of café / retail floorspace, there would be no dedicated off-street arrangements for servicing and deliveries brought forward. This would be no different to the current scheme arrangements.
- 3.1.2 There would be, in contrast to the existing building arrangements, the provision of dedicated internal arrangements for the storage of different waste types to be accessed by operatives.
- 3.1.3 As such, servicing and deliveries activity associated with the building, for tenants of both of the office floorspace and the café / retail floorspace, in terms of vehicle waiting and loading / unloading, would be undertaken through use of the existing street infrastructure within the immediate vicinity of the building forming the Drury Lane / Parker Street corner plot.
- 3.1.4 This section of the Servicing & Deliveries Management Plan (SDMP) provides further details with regard to the arrangements to be available for servicing and deliveries of the building, the level and type of such activity, and the strategy for how arrangements would be accessed.

### 3.2 Servicing Provision

- 3.2.1 The primary arrangements to be promoted to service providers of tenants based at the building, as well as the Building Management team themselves as required, would be those afforded by the kerbside facility located along Parker Street directly across from the site and dedicated for loading Monday to Saturday between the hours of 08:30 and 18:30. This facility measures at around 12.5m in length, with duration of stay limited to forty (40) minutes.
- 3.2.2 Outside of these hours loading continues to be permitted by means of this kerbside facility, again with duration of stay limited to forty (40) minutes, but with registered disabled badge holders also permitted to make use of this area without restriction on duration of stay.
- 3.2.3 Based on typical parameters put forward within TfL's '*Kerbside Loading Guidance (January 2017)*', such a length typically has the scope to accommodate servicing and deliveries vehicles up to around 8m in length, commensurate with typical light goods vehicles (LGVs) utilised for day-to-day servicing. With some limited additional to and fro within the space, the facility should also accommodate typical heavy goods vehicles (HGVs) up to around 10m in length.
- 3.2.4 Acknowledging that this kerbside facility is available for general use to service other operations within the vicinity, including the theatre directly adjacent, the secondary arrangements to be promoted to service providers frequenting the building would be the kerbside stretches along the site side of Parker Street, including that running along the Parker Street frontage of the site prior to the junction raised table area.

- 3.2.5 The kerbside stretch along Parker Street immediately adjacent to the site is subject to double yellow line restrictions, precluding street parking at any time but with no preclusion to short-term loading / unloading activity. The carriageway width along this stretch is sufficient to accommodate typically a light goods vehicle (LGV) kerbside by the site and kerbside within the demarcated facility opposite whilst maintaining a running lane in one direction.
- 3.2.6 Elsewhere along Parker Street, the kerbside stretch along the site-side is subject to a mix of double yellow line and single yellow line restrictions, but with no restrictions to short-term loading / unloading activity other than where there are dropped kerbs in place.
- 3.2.7 Plan 1, attached at **Appendix A** of this Servicing & Deliveries Management Plan (SDMP), confirms the locations of the primary and secondary arrangements to be promoted, which are considered to provide firstly appropriate and commensurate capacity to support the office and café / retail uses and quanta coming forward within the Drury Works building and secondly facilities which can be accessed day-to-day in a practical and efficient manner.

### 3.3 Servicing Vehicle Demand

#### *Office Servicing & Deliveries*

- 3.3.1 Observations were undertaken at the existing building on Thursday 9<sup>th</sup> March 2023 between 07:00 and 09:00 to identify typical day-to-day servicing and deliveries activity associated with the activity at the existing building, in addition to the current occupant of the building providing a month-long log of servicing and deliveries activity. As referenced previously, as of March 2023 only the office floorspace at second floor was occupied.
- 3.3.2 These records are attached at **Appendix B** for information, but in summary on the individual day only a single servicing and deliveries event was observed as being attached to the existing building. The month-long log identified typically also a single such event on any one day, with only two days with two such events recorded and a number of days with no such events. Week-by-week the average daily servicing and deliveries correspond with a single event.
- 3.3.3 Based on the existing second floor office floorspace currently in use, of 252 sqm. gross external area (GEA), and the full extent of office floorspace which would be available within the building following the additional fifth floor and minor extension works, of 1,564 sqm. GEA, this could suggest six (6) daily servicing and deliveries events associated with the building.
- 3.3.4 The observations and log identified only light goods vehicles undertaking servicing and deliveries events, typically by means of a range of van types, with no HGV activity observed.
- 3.3.5 It is considered both robust to allocate one of the projected daily servicing and deliveries events to be by means of HGV, to allow for specific purposes such as refuse collection, thus for the full extent of office floorspace it is projected that there would 5 LGV-based and 1 HGV-based servicing and deliveries events. This is consistent with the '*Freight and Servicing Action Plan (TfL, March 2019)*' reference that '*vans now make up 80% of freight vehicles in London*'.

- 3.3.6 A review of both the TRICS database and of data collected with regard to a permitted office-led redevelopment at Lisson Grove in the Westminster City Council area (for which TPHS similarly provided the transport-related reporting) identify the projections to be robust.
- 3.3.7 Typical day-to-day deliveries include mail and parcels, courier services, stationery, archive records pick-up / drop-off, furniture, cleaning teams, cleaning products, small-scale food and drink for internal facilities, and for various maintenance matters. There are also those deliveries more bespoke to the particular tenant activities. These types of activity are validated by the month-long log of servicing and deliveries activity of the existing occupant.

*Café / Retail Servicing & Deliveries*

- 3.3.8 As of March 2023 only the office floorspace at second floor was occupied, with no tenant occupying the existing café / retail floorspace at ground floor level (with basement). In lieu of site-specific data, data collected and analysed with regard to the above-referenced Lisson Grove scheme included that of an operational Tesco Express store.
- 3.3.9 These records are attached at **Appendix C** for information, but in summary applying the locally-derived servicing and deliveries trip rates to the full extent of café / retail floorspace which would be available within the building following the additional fifth floor and minor extension works, of 97 sqm. GEA, could suggest three (3) daily servicing and deliveries events.
- 3.3.10 The data from the Lisson Grove site supports a disaggregation of the projected servicing and deliveries events by vehicle type, coming forward as 2 LGV-based and 1 HGV-based servicing and deliveries events associated with the café / retail floorspace at the site. Again, a review of the TRICS database identify the projections based on the Lisson Grove data to be robust.
- 3.3.11 Typical day-to-day deliveries would be dependent upon the end user(s) occupying the space. With retail typical deliveries include products specifically in relation to the nature of the business, which may be from a number of different suppliers, whilst with restaurant use typical deliveries include those by a number of industry food and drink suppliers, thus again which may be from a number of different suppliers.

*Demand Summary*

- 3.3.12 Based on the preceding information, Table 3.1 presents an overview of the servicing and deliveries events projected to be associated with the full extent of the building following the works to provide the additional fifth floor, the minor extensions and internal reconfiguration.

	SERVICING & DELIVERIES EVENTS		
	LGVs	HGVs	TOTAL
OFFICE	5	1	6
CAFÉ / RETAIL	2	1	3
<b>BUILDING TOTAL</b>	<b>7</b>	<b>2</b>	<b>9</b>

*Table 3.1: Summary of Projected Servicing & Deliveries (Full Building)*

- 3.3.13 These projections for the full building following the scheme works would not be materially different to those which could be attached to the extant office and café / retail floorspace at the site, with the additional floorspace to come forward corresponding with only a single servicing and delivery event for each of the office floorspace and the café / retail floorspace.
- 3.3.14 Whilst the projections reference a generic split of servicing and deliveries vehicles between LGVs up to 7.5t and HGVs from 7.5t, this plan acknowledges that each of these vehicle groups will comprise a number of vehicles types – with some typically more prevalent and wider-used by others. Table 3.2 summarises the range of servicing vehicles (LGVs up to 7.5t and HGVs from 7.5t) typically seeking access of the site area for servicing and deliveries.

	KEY VEHICLE DIMENSIONS		
	Length (m.)	Width (m.)	Height (m.)
3.5t Panel Van	5.350	1.970	2.562
<b>4.6t Panel Van</b>	<b>5.885</b>	<b>2.000</b>	<b>2.526</b>
7.5t Panel Van	7.210	2.192	2.544
7.5t Box Van	8.010	2.100	3.556
<b>Design HG Rigid</b>	<b>10.000</b>	<b>2.500</b>	<b>3.645</b>

*Table 3.2: Key Dimensions of Typical Servicing Vehicles*

- 3.3.15 The majority of servicing and deliveries by LGV types would be typically by Transit-type vans, commensurate with the 4.6t Panel Van, whilst the majority of servicing and deliveries by HGV types would be typically by medium-sized rigid vehicles, commensurate with the Design HG Rigid referenced, confirmed by data sets previously held within the TRAVL database.
- 3.3.16 Observations of servicing and deliveries activity around the site at the time of survey (on Thursday 9<sup>th</sup> March 2023), such as within the dedicated kerbside loading space along Parker Street opposite the site, noted typically short duration of stay of around five (5) minutes or so per vehicle by virtue of the majority of such events being by vans for drop-off and pick-up, with only a single prolonged duration of stay (of around 30 minutes) as a result of vehicle driver then undertaking multiple deliveries on foot to different locations within the vicinity.
- 3.3.17 Other prolonged duration of stay observed at and around the site were linked to construction activity, in particularly that of a site on Drury Lane directly opposite the Drury Works site.
- 3.3.18 Overall, it is considered that infrastructure within the vicinity of the Drury Works building would provide sufficient capacity to accommodate the projected limited servicing and deliveries demands of both office tenant(s) and café / retail tenant(s) at the site, with this to be assisted by further management measures to come forward through this plan.

### 3.4 Vehicle Routing & Access Strategy

- 3.4.1 Given that there would be no dedicated off-street arrangements for servicing and deliveries brought forward in terms of vehicular activity, the routing strategy to be promoted to service providers of tenants based at the building, as well as the Building Management team themselves as required, would need to be cognisant of the use of street-based facilities.

- 3.4.2 As referenced in Section 3.2 *'Servicing Provision'* of this Servicing & Deliveries Management (SDMP), the primary arrangements to be promoted for use would be dedicated kerbside loading facility located along Parker Street directly across from the site and the secondary arrangements to be promoted would be the general kerbside stretches along the site side of Parker Street, including that running along the Parker Street frontage of the site.
- 3.4.3 The following routing strategy is reflective of these promoted spaces for loading / unloading, though as a number of servicing and deliveries events attached for the site would not necessarily be sole purpose visits with a single initial origin and return destination, but instead form part of a series of visits of different sites, full routing cannot be fully prescriptive.
- 3.4.4 Where practical to do so, the promoted routing strategy would be based upon servicing and deliveries vehicles both arriving from and departing in the direction of either the strategic A501 Euston Road to the north or the strategic A3211 Victoria Embankment to the south – these corridors correspond with the principles set out in the Camden Local Plan, Policy T4 *'Sustainable movement of goods and materials'*, of prioritising use of major roads.
- 3.4.5 Local routings would then be prescribed to guide vehicles to and from Parker Street.
- 3.4.6 From the north, the arrival route would be guided onto and along the A4200 Southampton Row / Kingsway, to then turn right into Parker Street through to the street area by the site, with the departure route utilising the stretch of Drury Lane southwards from the site through to Great Queen Street and then along Great Queen Street to return to the A4200 corridor.
- 3.4.7 From the south, the arrival route would be guided onto and along Northumberland Avenue through to Trafalgar Square and then along the Strand and Aldwych to connect with the A4200 Kingsway, with the route running along this corridor through and turning left into Parker Street, whilst the departure route would utilise the stretch of Drury Lane northwards through to the A40 High Holborn, then along Shaftesbury Avenue and Charing Cross Road.
- 3.4.8 Both routing strategies are illustrated upon the plan attached at **Appendix D**.

## 4 Delivery & Servicing Management Measures

### 4.1 Outline

- 4.1.1 As part of the implementation of this Servicing & Deliveries Management Plan (SDMP) to the operations within the Drury Works building, the following series of measures and controls would be brought forward where appropriate to do so to support a regulated and co-ordinated servicing and deliveries access strategy for Building Management and tenants.
- 4.1.2 These measures and controls can be classified primarily as being in relation to either '*periods of access*' or '*means of access*', but secondarily with consideration also of '*general operations*' and '*other management measures*'. These measures and controls have been developed to support both the overarching aim and subsequent subsidiary objectives of this plan.
- 4.1.3 In terms of the management and implementation of this SDMP, including the constituent measures put forward, these responsibilities would be assumed by a named representative of the Building Management, typically based on-site or regularly visiting the site, in liaison with representatives of each tenant (office and café / retail) within the building.
- 4.1.4 The contact details of the corresponding Building Management representative would be notified to building tenants at the time of their initial occupation, at which time also these individuals and parties would be informed of any obligations under this plan.

### 4.2 Periods of Access

- 4.2.1 Whilst vehicular access would be by means of external public facilities along Parker Street, in line with planning guidance issued by LB Camden and general good practice, Building Management through their liaison with the building tenants would seek to limit servicing and deliveries events such that these be undertaken between 10:00 and 16:00 to avoid peak periods and then maximised as much as practicable 10:00-12:00 and 14:00-16:00.
- 4.2.2 Should there be servicing and deliveries events required by which cannot be scheduled during either the preferred two-hour morning (10:00-12:00) window or the preferred two-hour afternoon (14:00-16:00) window, the tenant would be requested to seek to arrange such an event firstly during the middle part (12:00-14:00) of the off-peak window, then either following the evening peak (19:00-20:30). Against this background, it can be confirmed through this plan that at this stage an out-of-hours delivery agreement is not to be sought.
- 4.2.3 It is considered that typical limited access of the building either prior to the morning peak (up to 07:00) and the following evening peak (from 19:00) would itself act as a control to assist with regulating and managing servicing and deliveries during the daytime period. Should there be repeat requirement of such access outside of the daytime period, the Building Management representative would discuss the scope for rescheduling with the tenant.

- 4.2.4 Tenants expecting a servicing and deliveries event and corresponding operative to be seeking access of the building would be requested to notify Building Management, ideally no less than the day prior to event, such that firstly a log can be maintained and secondly site arrangements be verified to accommodate the activity, such as the availability of Building Management and/or reception staff to act as the point of contact to receive and/or dispatch goods or to provide access for the operative of the service access corridor.
- 4.2.5 The request for such prior notification would be promoted amongst building tenants, as it is considered that in doing so Building Management would then be sufficiently informed to ensure arrangements can be in place to minimise any unnecessary impacts of such servicing and deliveries events, such as goods not being able to be dropped-off or left outside.
- 4.2.6 Whilst such a system would be primarily for use by tenants of the office floorspace, the Building Management representative would request that any tenant(s) of the café / retail floorspace provide details of their typical day-to-day servicing and deliveries requirements, so that as much as practicable this can be best co-ordinated with the office-related activity. This would seek to support regulated and controlled servicing and deliveries for the building.
- 4.2.7 This prior notification system would also assist with the periodic monitoring to be undertaken in support of the delivery of this Servicing & Deliveries Management Plan.
- 4.2.8 Whilst not a formal booking system, given the limited servicing and deliveries events projected for the full building it is considered that the operation of a prior notification scheme against the background of the prescribed optimum hours of access would nonetheless assist in supporting management of vehicular activity outside of particularly sensitive time periods, removes likelihood of congestion on and around the site and make best use of capacity.
- 4.2.9 As much as practicable with any service provider, all tenants would be requested to adhere to these overarching access principles when discussing servicing and delivery requirements.
- 4.2.10 Additionally, when discussing servicing and delivery requirements with suppliers, as and where practicable to do so, tenants would be requested to confirm typical duration of stay, type of vehicle making the delivery and whether or not the vehicle has any particular operational features which may need to be enabled or disabled. This information will assist Building Management having to consider any further advice to pass back to the tenant.

### **4.3 Means of Access**

- 4.3.1 Building Management would promote to their own suppliers the primary arrangements (the designated Parker Street loading bay) and secondary arrangements (the site-side kerbside stretch of Parker Street) as the preferred means of site access for the purpose of servicing and deliveries. The Building Management representative overseeing this Servicing & Deliveries Management Plan (SDMP) would request tenants to do so likewise, where practicable.

- 4.3.2 Building Management will make available to tenants information which can be provided to service providers as part of the guidance notification in advance of the undertaking of a servicing and deliveries, such as a summary plan identifying the facilities immediate to the site for loading / unloading, the preferred routing strategies to / from the site, and a reminder of obligations of the service provider under the London 'Emissions Zone'.
- 4.3.3 These measures are so as to ensure the use of the most appropriate facility in terms of proximity of the servicing and deliveries event to the site and the managing of local impacts. These guidelines, to be written into delivery notifications, would apply equally to all notifications, be these issued by Building Management or by site-based tenant.
- 4.3.4 As referenced, the prior notification scheme primarily targeted for the office-based tenant(s), but also with co-ordination to be sought with the café / retail tenant(s), would as much as practicable for a central London location seek to regulate day-to-day servicing by the site. This scheme would provide a support mechanism to tenants to schedule and co-ordinate deliveries (and other events) in line with the preferred hours of access as much as can be prescribed.
- 4.3.5 The prior notification system would also provide advance information to Building Management representatives, confirming when to expect a servicing / delivery vehicle to arrive around the site, such that any further requirements relating to building access can be in place to facilitate safe and efficient entry and exit by the corresponding operative.
- 4.3.6 Should there be regular instances where either an individual service provider or a building tenant has not provided prior notification, the Building Management representative overseeing this plan would arrange a meeting with the tenant representative to discuss as to why it is considered such instances are occurring and what actions can be taken to address.
- 4.3.7 The regularity of such occurrences against the background of the measures within this SDMP would be subject to continual monitoring, as part and in support of the programme of monitoring and review set out in the next section of this plan.

#### **4.4 Site Operations**

- 4.4.1 The series of management measures outlined in the preceding sections (Section 4.2 'Periods of Access' and Section 4.3 'Means of Access') would come forward as obligations to be put upon primarily the office-based tenant(s), but with co-ordination with café / retail tenant(s). All tenants would be advised of the role of the Servicing & Deliveries Management Plan (SDMP) upon their initial occupation, as well as their obligations underneath this plan.
- 4.4.2 This approach to the management of the typical delivery and servicing requirements of building tenants is considered to represent a balance between supporting a regulated and controlled strategy making best use of the existing street infrastructure in an efficient manner and supporting a strategy which does not impinge upon day-to-day operations.



- 4.4.3 Further details for building tenants with regard to servicing and deliveries would come forward within the *'Welcome Pack'* or equivalent information provided to the tenant in the run-up to and at initial occupation. This would again make the tenant aware of the DSMP and the further obligations which may need to be taken into account.
- 4.4.4 With regard to general operations, the behaviour of those using the facilities for servicing and deliveries, be they the drivers of the vehicles accessing these or site-based personnel assisting with loading / unloading, can contribute to mitigating and minimising impacts of deliveries.
- 4.4.5 As such, Building Management would encourage all tenants, where it is practical to do so, to use suppliers and providers who, as appropriate for the service, can demonstrate best practice, such as being registered within the FORS scheme or equivalent for the individual party, and are aware of the need to minimise environmental impacts. This would apply equally to servicing activity undertaken on behalf of the Building Management also.
- 4.4.6 There would also be a number of other measures promoted to support servicing and deliveries activity in a manner that would reduce impacts with regard to noise and air quality.
- 4.4.7 Drivers of vehicles accessing the site for servicing and deliveries would be requested and reminded to turn off the engine of the vehicle when stationary through any direct engagement between Building Management or building tenants with their service providers, as well as to turn off any other sound-making equipment such as radio and communications equipment, so as to reduce the contribution of the vehicle to noise levels and to particulate matter.
- 4.4.8 No less than every six months, a Building Management representative would visually check the integrity of the surface materials, as well as any utility covers, externally along the stretch of Parker Street by the site, including the kerbside loading bay opposite the site, so as to ensure that any potential deficiency or defect is notified to LB Camden for repair, so as to not contribute unnecessarily to additional noise levels as a result of servicing and delivery activity for development in this area, particularly that associated with the Drury Works building.

## 5 Monitoring & Review

### 5.1 Introduction

- 5.1.1 The monitoring and review of this Servicing & Deliveries Management Plan (SDMP) would be undertaken by a named representative of the Building Management, typically based on-site or regularly visiting the site, in liaison with representatives of each tenant within the building.
- 5.1.2 The monitoring and review, which forms a key part of this plan, would be undertaken against the background of the primary aim and secondary objectives set out in the introduction to this plan, as well as the background of targets set to support efficient servicing activity. The timeframe of this SDMP would be for no less than five years from scheme completion.

### 5.2 Monitoring

- 5.2.1 It is essential that the Servicing & Deliveries Management Plan (SDMP) is monitored on a regular basis in order to firstly determine key characteristics associated with such servicing and deliveries activity associated with the site and building tenants and to secondly identify progress towards meeting both the overall objectives and specific targets of this plan.
- 5.2.2 Following scheme completion, initial monitoring would be undertaken within three months of full occupation of any one floor or of the café / retail floorspace, then with further monitoring undertaken by the end of the subsequent nine-months period (Year 1) and following on from this two years hence (Year 3) and a further two years hence (Year 5).
- 5.2.3 Where practical to do so, this monitoring timetable set out within this SDMP would be co-ordinated with any monitoring timetable associated with the travel planning review for the site and scheme. Should this result in either monitoring timetable having to be modified, any such change will be agreed with representatives of LB Camden prior to doing so.
- 5.2.4 The monitoring undertaken at each stage, as identified above, would identify data in line with the following key requirements, so as to fully appraise the objectives and targets:
- a week-long log review, to include not only weekdays but also a weekend, of all servicing and deliveries events seeking access of a tenant at the site, detailing no less than to which tenant each event relates, time of arrival and time of departure, vehicle type being used, location of vehicle externally (be this either in street loading bay or elsewhere);
  - identification against each servicing and deliveries event within the week-long log review whether or not the service provider operates under FORS (or equivalent) and whether or not the vehicle being used is a low emission vehicle, electric vehicle or a hybrid vehicle;
  - identification against each servicing and deliveries event within the week-long log review whether or not the service provider has visited prior or visiting subsequently elsewhere within the local area (by postcode definition).

## 5.3 Targets

5.3.1 Whilst within each period of monitoring and review the appropriateness of target-setting would be appraised, to support a regulated and co-ordinated managed servicing and deliveries environment for the scheme at Drury Lane, the following targets are set in line with the objectives of this Servicing & Deliveries Management Plan (SDMP):

- to progressively reduce the percentage of servicing and deliveries events associated with the building to be undertaken during the typical a.m. peak period (07:00-10:00) and typical p.m. peak period (16:00-19:00) towards 0% and by no later than the end of Year 5;
- to progressively reduce the percentage of servicing events associated with the building, with a target of a 10% reduction between the Year 1 to Year 3 monitoring cycles and a further 10% reduction between the Year 3 to Year 5 monitoring cycles – thus an overall target reduction of 20% in servicing events by the end of Year 5;
- no less than 50% of service providers and/or suppliers to tenants within the building to be members of the FORS by the Year 3 monitoring cycle, with 25% of the servicing and deliveries vehicles to be ‘green’ vehicles by the Year 5 monitoring cycle.

## 5.4 Review & Updates

5.4.1 A period of internal review would follow each round of monitoring, with the objective of this being to measure the effectiveness of the Servicing & Deliveries Management Plan (SDMP) and establish if changes are required to any of the measures in order to improve the performance of the plan in supporting a regulated and co-ordinated managed strategy.

5.4.2 Analysis of the week-long servicing data would be the main source of information for the review, along with the ongoing records of feedback from building tenants.

5.4.3 Following review, both of the data analysis and of the separate tenant feedback, return feedback would be given by Building Management to tenants, with any operational changes having to be brought forward notified to them at this time also. Such operational changes would be implemented and monitored continually.

5.4.4 In the event that the monitoring and review process finds significant issues which the Delivery & Servicing Plan is unable to mitigate and/or has been ineffective in addressing, the named Building Management representative overseeing the management of the servicing and deliveries activity for the building would seek to arrange a meeting with London Borough of Camden, to agree any further changes to the SDMP to the satisfaction of LB Camden.



# APPENDICES



# APPENDIX A



## 161 Drury Lane

### SERVICING MANAGEMENT STRATEGY

- Primary Arrangements —
- Secondary Arrangements —
- Further Potential Loading Stretches —
- Site —



## **APPENDIX B**

**DATE: MONDAY 13th FEBRUARY - FRIDAY 10th MARCH 2023**

**LOCATION: DRURY WORKS, 161 DRURY LANE, LONDON WC2B 5PN**

**TOPIC: BUILDING SERVICING & DELIVERIES LOG**

WEEK	DATE	DELIVERY TYPE	VEHICLE TYPE
1	14-Feb	Employee Laptop	LGV
	15-Feb	Business Supplies	LGV
2	21-Feb	IT Equipment	LGV
	22-Feb	IT Equipment	LGV
		Personal Package x2	LGV
	23-Feb	IT Equipment	LGV
	26-Feb	Personal Package	LGV
Business Supplies		LGV	
3	N/A	No Activity	LGV
4	06-Mar	Business Supplies	LGV
	07-Mar	Business Supplies	LGV
	09-Mar	Business Supplies	LGV





## **APPENDIX C**



# K&M TRAFFIC SURVEYS

DATE : WEDNESDAY 13TH MARCH 2019

LOCATION : LISSON GROVE, MARYLEBONE, NW1

# K&M TRAFFIC SURVEYS

DATE : WEDNESDAY 13TH MARCH 2019

LOCATION : LISSON GROVE, MARYLEBONE, NW1

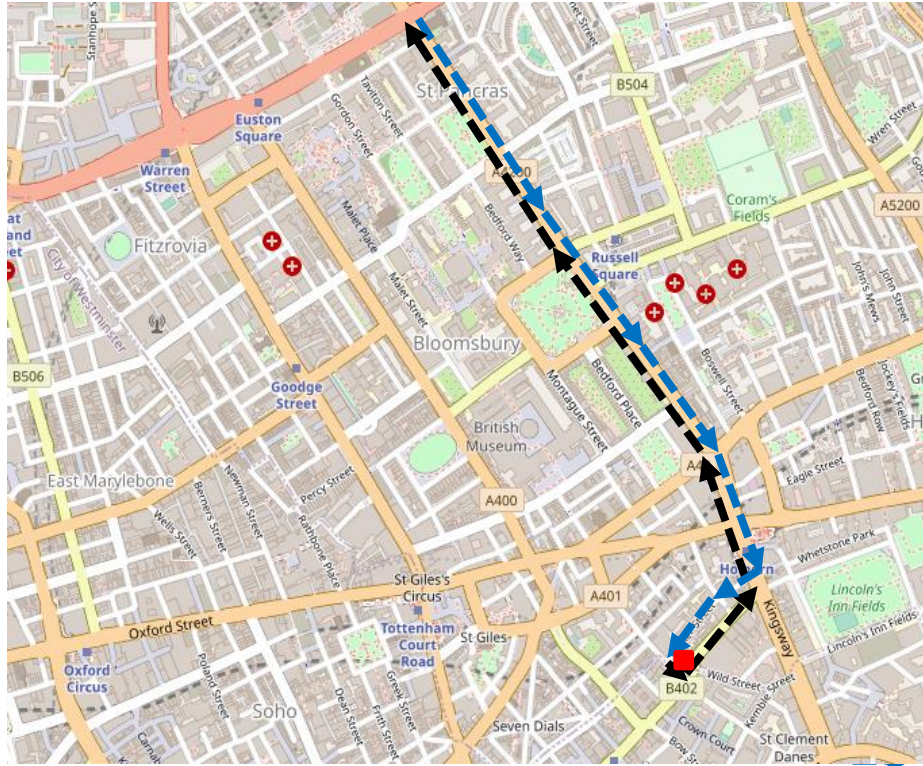
HAYES PLACE VEHICLE ACTIVITY & CAR PARK ACCESS										
VEHICLE	ARRIVAL TIME	DEPARTURE TIME	DURATION OF STAY	ACTIVITY TO / FROM					HAYES PLACE LAY-BY	INFORMATION
				TESCO	OFFICES	JOB CENTRE	YOGA	OTHER		
HGV ARTIC	07:02:00	07:57:00	00:55:00	1					1	DELIVERY
HGV ARTIC	07:14:00	07:50:00	00:36:00	1					1	DELIVERY
HGV RIGID	07:48:00	09:21:00	01:33:00	1					1	DELIVERY
CAR	08:10:00	17:05:00	08:55:00							INTO CAR PARK
CAR	08:12:00	17:34:00	09:22:00							INTO CAR PARK
CAR	08:20:00	17:12:00	08:52:00							INTO CAR PARK
CAR	08:20:00	17:34:00	09:14:00							INTO CAR PARK
CAR	08:25:00	16:42:00	08:17:00							INTO CAR PARK
HGV RIGID	09:08:00	10:46:00	01:38:00					1	1	BNP PARIBAS
TRANSIT	09:10:00	09:20:00	00:10:00						1	BNP PARIBAS
BOX VAN	09:21:00	09:25:00	00:04:00	1					1	SHOPPING
HGV RIGID	09:45:00	10:05:00	00:20:00	1					1	SHOPPING
CAR	09:52:00	16:46:00	06:54:00							INTO CAR PARK
HGV RIGID	10:01:00	10:50:00	00:49:00						1	BNP PARIBAS
TRANSIT	10:08:00	10:16:00	00:08:00				1		1	DELIVERY
CAR	10:17:00	10:20:00	00:03:00						1	WAITING
LGV	10:25:00	10:33:00	00:08:00						1	WAITING
TRANSIT	10:56:00	10:58:00	00:02:00						1	BNP PARIBAS
TRANSIT	11:01:00	11:08:00	00:07:00						1	BNP PARIBAS
CAR	11:02:00	11:09:00	00:07:00						1	WAITING
TRANSIT	11:11:00	11:16:00	00:05:00				1		1	DELIVERY
CAR	11:15:00	11:17:00	00:02:00						1	PICK UP PASSENGER
TAXI	11:32:00	11:39:00	00:07:00						1	PICK UP PASSENGER
CAR	11:35:00	11:37:00	00:02:00						1	PICK UP PASSENGER
CAR	11:40:00	11:50:00	00:10:00						1	WAITING
CAR	11:57:00	12:17:00	00:20:00						1	PARKED
CAR	11:57:00	12:05:00	00:08:00						1	PICK UP PASSENGER
CAR	12:10:00	12:13:00	00:03:00						1	PICK UP PASSENGER
CAR	12:12:00	12:14:00	00:02:00						1	PICK UP PASSENGER
TRANSIT	12:16:00	12:18:00	00:02:00						1	WAITING
CAR	12:17:00	12:20:00	00:03:00						1	PICK UP PASSENGER
CAR	12:21:00	12:26:00	00:05:00						1	SHOPPING
TRANSIT	12:21:00	12:43:00	00:22:00						1	DELIVERY
LGV	12:23:00	12:31:00	00:08:00				1		1	PARKED
CAR	12:30:00	12:32:00	00:02:00						1	DROP OFF PASSENGER
CAR	12:36:00	12:40:00	00:04:00						1	PICK UP PASSENGER
CAR	13:05:00	13:07:00	00:02:00						1	NURSERY
CAR	13:06:00	13:09:00	00:03:00						1	PICK UP PASSENGER
MCYCLE	13:10:00	13:14:00	00:04:00						1	BNP PARIBAS
HGV RIGID	13:17:00	13:32:00	00:15:00						1	BNP PARIBAS
CAR	13:31:00	13:40:00	00:09:00						1	PARKED
TRANSIT	13:35:00	13:55:00	00:20:00						1	BNP PARIBAS
CAR	13:35:00	13:41:00	00:06:00						1	BNP PARIBAS
TAXI	13:44:00	13:45:00	00:01:00						1	PICK UP PASSENGER
TAXI	14:00:00	14:00:00	00:00:00						1	DROP OFF PASSENGER
TAXI	14:13:00	14:14:00	00:01:00						1	DROP OFF PASSENGER
CAR	14:31:00	14:42:00	00:11:00						1	PARKED
CAR	14:31:00	14:34:00	00:03:00						1	PARKED
HGV RIGID	14:59:00	15:12:00	00:13:00						1	BNP PARIBAS
CAR	15:20:00	15:35:00	00:15:00						1	SCHOOL PICK UP

HAYES PLACE VEHICLE ACTIVITY & CAR PARK ACCESS										
VEHICLE	ARRIVAL TIME	DEPARTURE TIME	DURATION OF STAY	ACTIVITY TO / FROM					HAYES PLACE LAY-BY	INFORMATION
				TESCO	OFFICES	JOB CENTRE	YOGA	OTHER		
CAR	15:34:00	15:43:00	00:09:00						1	SCHOOL PICK UP
TAXI	15:41:00	15:44:00	00:03:00						1	DROP OFF PASSENGER
CAR	16:19:00	16:26:00	00:07:00						1	PARKED
TAXI	16:20:00	16:21:00	00:01:00						1	DROP OFF PASSENGER
TAXI	17:00:00	17:01:00	00:01:00						1	PICK UP PASSENGER
CAR	17:24:00	17:28:00	00:04:00						1	PARKED
CAR	17:37:00	17:42:00	00:05:00						1	PARKED
CAR	17:37:00	17:46:00	00:09:00						1	PARKED
COACH	17:48:00	17:52:00	00:04:00						1	DROP OFF PASSENGER
CAR	17:59:00	18:02:00	00:03:00						1	DROP OFF PASSENGER
COACH	18:32:00	PARKED AT 19:00							1	PARKED



## **APPENDIX D**

## FROM/TO THE NORTH



## FROM/TO THE SOUTH

