


London School of Hygiene & Tropical Medicine (LSHTM) Tavistock Campus – TP1 and TP2

15-17 Tavistock Place
London

Service Management Plan

October 2023

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1 Introduction

- 1.1 This Service Management Plan was initially prepared in support of a planning Application for the new Tavistock Place 2 development at The London School of Hygiene & Tropical Medicine 15-17 Tavistock Place site. The TP2 development is now complete.
- 1.2 The London School of Hygiene & Tropical Medicine (LSHTM) aims to contribute to the improvement of health worldwide through the pursuit of excellence in research, post graduate teaching and advanced training in national and international public health and tropical medicine. LSHTM is committed to carry out this mission in the most sustainable way possible. The refurbishment of the Tavistock Place building (Tavistock Place 1) at 15-17 Tavistock Place fits into this ambition.
- 1.3 The Plan sets out a package of measures that are designed to encourage the efficient, safe and sustainable movement of goods and vehicles associated with deliveries to and servicing of the site which now comprises Tavistock Place 2 building.

2 Purpose, Aims and Objectives of the Plan

- 2.1 The effective implementation of the Plan will help to minimise the impact that transport associated with deliveries to and servicing of the site has on the environment, helping the School to reduce its carbon footprint.
- 2.2 The plan focuses on a range of activities including:
 - Goods deliveries.
 - Dispatched goods.
 - Waste and recycling.
 - Servicing activities e.g. maintenance and repair of plant and equipment.

Aims and Objectives

2.3 The principal aim of the plan is to:

- Minimise the adverse effects on the environment, on traffic congestion, on highway safety and on our neighbours of delivery and servicing activities generated by the School's Tavistock Place development.

2.4 This Plan seeks to achieve the following objectives:

- To implement procurement procedures that seek, proactively, to reduce the number of delivery and servicing trips to the site, especially during busy times, such as the morning and evening peak hours.
- To ensure that delivery and servicing activity, including where possible waste removal, takes place within the site, safely and efficiently.
- To ensure, partly through positive selection of delivery and servicing companies that follow best practice, that delivery and servicing activity is carried out in as environmentally friendly a way as possible.
- To minimise the impact of freight activity on residents, neighbours and the environment.
- To contribute to a reduction in traffic congestion.
- To seek to reduce operating costs including those of companies that deliver to and service the premises; and
- To ensure the robustness of the supply chain and its resilience to planned or foreseeable events and disruption.

Roles and Responsibilities

- 2.5 Responsibility for developing and implementing the plan and for its subsequent monitoring and review has been assigned to the Domestic Facilities Manager supported by the School's Management Team.
- 2.6 The Domestic Facilities Manager is responsible for ensuring that delivery and service vehicle activity is carried out in accordance with the plan in a safe and efficient manner.

3 Delivery and Servicing Vehicle Activity Associated with the Site

- 3.1 The number of delivery and servicing vehicles accessing the site is low level, with a maximum of around 4 vehicles per day on average, Monday to Friday equating to 20 service vehicle trips per week.
- 3.2 Additionally, there is a requirement for refuse collection for general waste, recycling, food waste and glass waste. The assessment of the volume of such waste generated at the site would give rise to up to 3 vehicles per day and a current estimated total of 13 trips per week (General waste daily, Mon- Fri; Recycling daily, Mon-Fri; Food waste 3 trips - Mon, Wed, Fri)

Delivery and Servicing Arrangements

- 3.3 The headroom available to access the service courtyard of the site is 3.35m. The size of vehicles gaining access to the site is therefore constrained by this headroom and so typically vehicles will be of Transit van size or equivalent.
- 3.4 A swept path analysis has been carried out to demonstrate how vehicles would enter and leave the site. The swept paths are presented at Appendix a to this plan and show one of the largest vehicles that can be accommodated.
- 3.5 All delivery and service vehicle activity generated exclusively by the School will involve smaller vehicles, accessing the site and entering and leaving in forward gear, with no

such vehicles loading/unloading from the highway.

3.6 All deliveries and service vehicle activity will follow local traffic regulations. They will follow the one way system down Tavistock Place, LSHTM will not be advising or directing service and delivery vehicles down Herbrand Street.

4 Action Plan – Delivery and Servicing Measures

4.1 The Action Plan measures are grouped into the following headings:

- Design Features
- Management Measures
- Procurement Strategy
- Waste Management and
- Reducing the Number of Trips

4.2 A number of actions have already been implemented as part of the completion of the Tavistock Place 2 development and recent procurement exercises and the table has recorded this progress.

Action Plan:		By When:
Design features		
1.	Off-street servicing facilities: Provide an on-site service yard to allow all vehicles to enter and leave the site in forward gear and provide a safe standing/loading area. As a result, no exclusively-generated loading or unloading activities will take place from the highway, thereby ensuring that traffic flows are not disrupted.	Complete
2.	Service Yard Risk Assessment: Suitably trained site management staff will undertake a risk assessment of the servicing arrangements for the site prior to first occupation of the proposed development. This will examine the following areas and will be repeated periodically to ensure its continuing effectiveness <ul style="list-style-type: none"> • Adequacy of manoeuvring space for vehicles/maintenance. • Interaction with pedestrians and cyclists • Adequacy of loading/unloading areas • Interaction between vehicles • Visibility of management staff 	Complete

3.	<p>Servicing Restrictions: The servicing arrangements within the site have been designed to accommodate the largest vehicles that are likely to require access to the site, recognising the headroom constraints at the access – all third party delivery/service providers would be made aware of the access constraints in place at the site and such visits would be pre- arranged to ensure that only one such vehicle is present on site at any one time. Any pre-booked vehicles requiring access to the site that arrive at unscheduled times would not be permitted to enter the site without authorisation.</p>	Complete
4.	<p>Traffic Management Regulation Audit: The parking, waiting and loading restrictions in place on the local highway network do not represent a constraint on access to and from the site.</p>	Continuing Requirement
5.	<p>Ultra Low Emission Zone (ULEZ): The site is located within the ULEZ. This requires suppliers operating delivery vehicles that do not meet emission standards to pay a daily charge for journeys within the zone, thereby providing an automatic incentive for suppliers to operate greener vehicles when servicing or delivering to the site.</p>	Continuing Requirement
6.	<p>Facilities for ‘out-of-hours’ (overnight) deliveries: Deliveries and waste collection do take place outside the normal working day, early morning around 5.30am. This avoids peak traffic periods and minimises conflicts with other users of the building.</p>	Continuing Requirement
Management Measures:		
7.	<p>Responsibility for the Service Management Plan:</p>	
	<p>The Facilities Manager, or equivalent senior member of staff, will be responsible for implementing, overseeing, reviewing and developing the plan. The role will entail:</p> <ul style="list-style-type: none"> • increasing supplier and employee awareness of the plan, of the environmental impacts that are associated with delivery and servicing activities and the cost benefits of keeping deliveries to a minimum; • arranging any necessary staff training; • ensuring that the service area is maintained for its intended purpose at all times that it is required and that it is operated in a safe manner; • reviewing procurement procedures to promote initiatives that reduce service and delivery vehicle trips; • monitoring and reviewing the plan; and • taking any enforcement action that might be required. 	Assigned to Domestic Facilities Manager
8.	<p>Delivery/Service Vehicle Survey: Carry out a survey of delivery and service vehicle activity taking account of TfL guidance and analyse the results. This will provide a benchmark against which the effectiveness of the plan can be evaluated.</p>	Complete (see appendix B)
9.	<p>Repeated Delivery/Service Vehicle Survey: As part of Monitoring procedures (see below), the survey of delivery and service vehicle activity would be repeated in the 2025 and 2027 following occupation of the new Tavistock Place Building.</p>	Year 3 and Year 5 post occupation

10.	<p>Keep the plan up-to-date:</p> <p>Administration of the plan involves the maintenance of necessary systems, data and paperwork, consultation and information. These duties are permanent and updating the plan to reflect current good practice will be the responsibility of the Facilities Manager (or identified equivalent). Essentially, the plan will merely reflect good cost-effective business practices and sound application of normal health and safety principles to the operation of the site.</p>	Continuing Requirement
11.	<p>Raise Awareness and Provide Training:</p> <p>All staff associated with servicing of and deliveries to the School's Tavistock Place site will be made aware of the requirements of the plan and will be required to undergo appropriate training to ensure safe practices in accordance with the plan. Failures to implement the requirements of the plan would be treated as a disciplinary matter.</p>	Continuing Requirement
12.	<p>Security Measures:</p> <p>Site management staff will marshal deliveries and ensure that the site is being used safely and securely and at appropriate times</p>	Continuing Requirement
13.	<p>Make Arrangements for Accommodating Any Special Deliveries:</p> <p>Irregular/unusual servicing/delivery vehicle activity (such as plant maintenance) will need to be pre-arranged. The delivery time and duration will be agreed with management to minimise the impact on the routine daily servicing activities. Off-peak visits will be encouraged and scheduled wherever possible.</p>	Continuing Requirement
14.	<p>Schedule Delivery and Servicing Trips Outside Peak Hours:</p> <p>Wherever possible, deliveries would be scheduled to take place outside the peak hours, especially those under the direct control of LSHTM. The School will work with suppliers to achieve this objective wherever possible. It is considered likely that suppliers would want to schedule deliveries outside peak times to avoid congestion on the highway network in the vicinity of the site and that this is likely, therefore, to be largely self-regulating. Times of in-house deliveries will be notified to site staff in advance, ensuring that staff are suitably prepared to receive each delivery, including those responsible for the management of the service area and designated standing area.</p>	Continuing Requirement
15.	<p>Deliveries by Bicycle:</p> <p>It is an action identified in the Travel Plan that the School will investigate the use of bicycles for 'internal' and local deliveries. Additionally, the School will work with suppliers to improve cycle safety training through the FORS scheme (or equivalent) and embed this in contracts.</p>	Continuing Requirement
16.	<p>Promote the Freight Information Portal:</p> <p>The School will raise awareness of Transport for London's Freight information webpage (https://tfl.gov.uk/corporate/publications-and-reports/freight) as a resource for those planning and making deliveries to the site and encourage the adoption of good practice servicing and delivery strategies. The benefits associated with using suppliers adopting sustainable freight and servicing practices will be promoted throughout the workplace.</p>	Continuing Requirement
Procurement Strategy		

17.	Review internal procedures: The School will review internal procurement procedures to ensure that they show an awareness of the vehicle activity generated by suppliers and its impacts and that they include appropriate measures that are designed to reduce those impacts.	June 2023
18.	Promote the Fleet Operator Recognition Scheme: School procedures will give preference, wherever practicable, to suppliers who are registered with a best practice scheme such as the Fleet Operator Recognition Scheme (FORS), which recognises suppliers whose lorry and van fleets are operated safely, lawfully, efficiently and so as to reduce the impact of their activities on the environment.	Continuing Requirement
19.	Reduce or Consolidate the number of suppliers: The School will review their suppliers and their requirements and ordering procedures to see if economies of scale can be achieved and/or consumption of supplied items reduced, thereby achieving efficiencies and reducing the number of supplier trips.	Continuing Requirement
Waste Management		
20.	The School will ensure that as much as possible of the waste that is generated is recycled or re-used, rather than being sent to landfill, and School procedures will underpin this commitment. Figures below given an annual indication of waste volumes. General waste - 8 tonnes Recycling – 21 tonnes Food waste – 5 tonnes	Continuing Requirement
21.	In accordance with the London Freight Plan, the School will provide sufficient on-site facilities for the storage and collection of segregated waste.	Complete, dedicated area provided
22.	The School will operate a policy of simple waste segregation at source to maximise recycling efficiency. Waste management therefore starts at the point that waste is created.	Continuing Requirement
23.	Dry recyclables will be stored and collected as a single stream. LSHTM have three waste streams: general rubbish, co-mingled recycling (including glass) and food waste. The School will have a selection of clearly marked waste receivable bins for different waste streams, which will be collected by the site cleaners on a daily basis and emptied into the corresponding external waste bin. As part of orientation for building users, they will be informed of the waste and recycling protocol for the building as well as broader building sustainability issues. We have posters that have been designed to provide additional information to staff and students, as well as having an active sustainability champions group in the building.	Complete, segregation of waste provided
24.	Waste is produced from office spaces, communal areas, seminar rooms and the canteen. We have internal recycling bins segregated according to the respective waste streams. The cleaning team will collect the waste from the internal waste and recycling bins and take it down with a trolley to the Bin area. The bin area in the external yard is where the bigger 1100ltr holding bins are located and the cleaning team loads up the bins on a daily basis.	

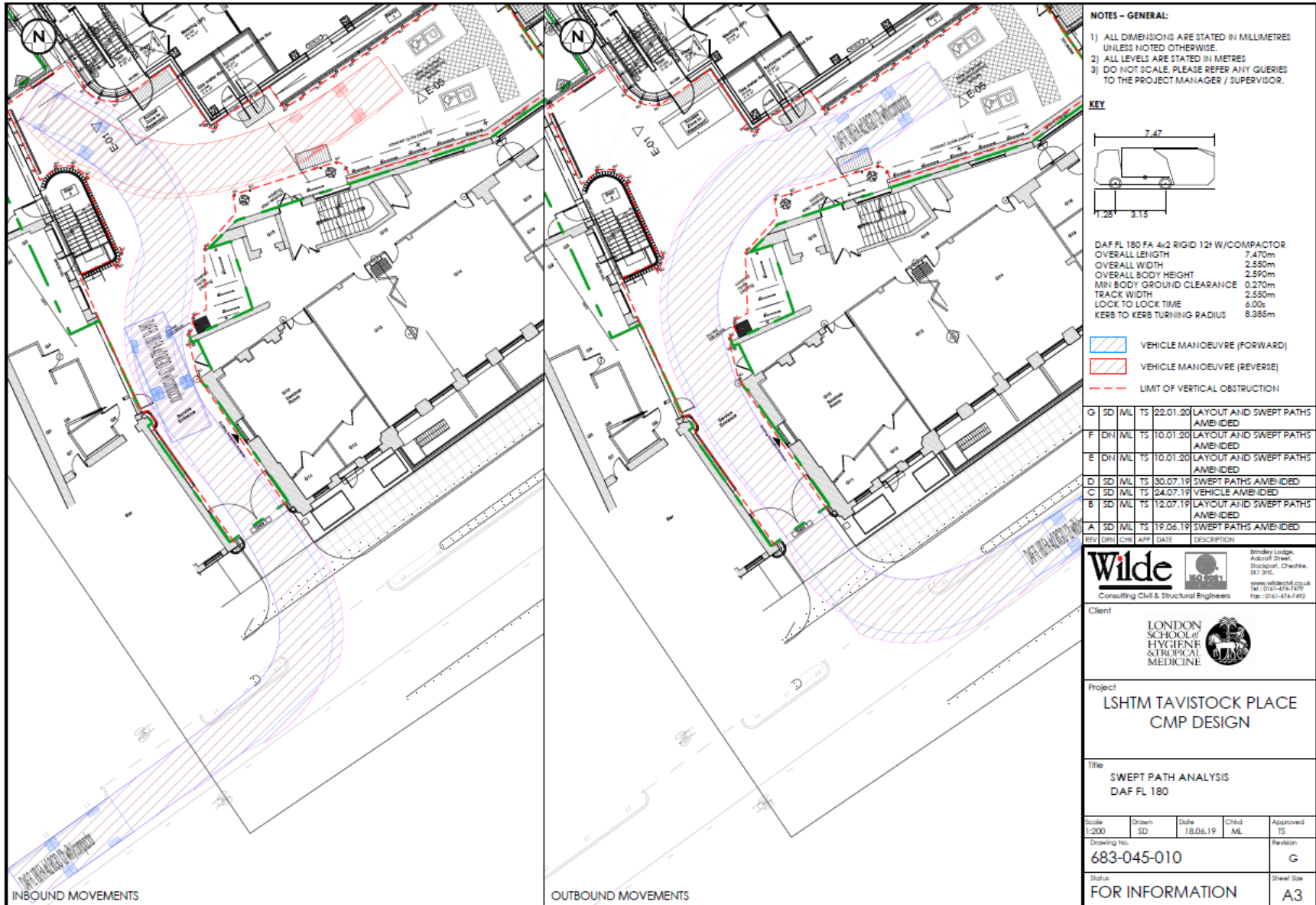
	<p>See Appendix C. The waste bins at TP will be: General waste - 1 eurobin, 1100ltr; Recycling - 1 eurobin, 1100ltr; Food waste - 1 wheelie bin, 240ltr</p> <p>LSHTM has a requirement to carry out fire risk assessments across all our sites on a periodic basis, the same applies to this site on an ongoing basis and would include all waste storage areas.</p>	
25.	This site is not residential and not open to the public. Vehicle access to the yard is restricted and managed by LSHTM security.	
26.	<p>LSHTM will be considering both consolidation and reduction in runs once building in operation and a better understanding of the waste streams and waste production is known.</p> <p>Part of our environmental policy is to reduce waste and waste packaging. This is enacted by encouraging staff to bulk-buy and to consolidate their ordering of goods to reduce frequency of deliveries to site. This is the same guidance as with our other sites.</p> <p>We don't believe the Government Deposit Return scheme applies to our site.</p>	
27.	<p>Hazardous waste will also be segregated at source. Separate containers will be provided for all waste streams.</p> <p>No hazardous waste will be produced on this site, the additional waste streams relevant to this site would be light bulbs, fluorescent tubes and portable batteries and are removed from site by maintenance team as they carry out the replacements.</p>	Complete, No production of hazardous waste on this site
28.	A collection schedule would be agreed with any private waste collection contractors, which would be designed to minimise the number of collections and, hence, the number of goods vehicle trips generated and ensure, wherever practicable, that such collections take place outside peak hours.	Complete, waste LSHTM contract procured in that manner
29.	Wherever practicable, waste collections will take place at pre-arranged times to ensure that the site is managed effectively and efficiently.	Complete, LSHTM waste contract procured in that manner
Reducing the Number of Trips		
30.	<p>Reduce the Number of Service and Delivery Trips in the Peak Hours:</p> <p>Wherever possible, service and delivery trips will be pre-booked and scheduled to take place outside the peak hours. All recorded ServiceDesk in-house portal.</p>	Continuing Requirement
31.	<p>Reduce the Number of Service and Delivery Trips Overall:</p> <p>As part of a review of procurement procedures the School will examine the potential for reducing the number of service and delivery trips overall, by such measures as rationalising the number of different suppliers, reviewing what is ordered and how frequently and working with neighbours. It is an action of the Travel Plan to improve logistics and procurement arrangements, with an associated target to achieve a 10% reduction in delivery vehicle trips within three years</p>	December 2025

5 Monitoring and Review

- 5.1 The Service Management Plan sets out the School's proposals for the efficient and effective management of servicing and delivery trips that would be generated by the development and demonstrates their commitment to the employment of best practice and to the reduction of the impacts of delivery and servicing activity on the environment. The requirements of the plan will be complied with and it is acknowledged that any non-compliance may be enforced through the planning system. The philosophy and requirements of the plan will be imbedded into the School's internal procedures and will be enforced accordingly.
- 5.2 The School will implement a programme of monitoring and review that would generate information that would be used to evaluate the success of the plan relative to the objectives set out above.
- 5.3 Monitoring and review will be carried out by or under the auspices of the Domestic Facilities Manager or equivalent.
- 5.4 The delivery survey would be repeated in the third (2028) and fifth (2030) year following occupation of the new Tavistock Place 1 building.
- 5.5 The data obtained from the Delivery Survey will be used to inform the process of reviewing and, if necessary, making changes to prevailing delivery and servicing operations and procedures in order to meet the objectives set out above. The analysis would focus on, for instance, the proportion of delivery and service vehicle trips taking place in the peak hours, the overall number of delivery and service vehicle trips generated and the proportion of suppliers that are FORS registered. Subsequent Delivery Surveys will allow a comparison with the benchmark figures to quantify and demonstrate the progress that has been made.

5.6 In the context of the above, it should be recognised that the volume of delivery and servicing vehicle trips generated by the School is expected to be small, and the size of vehicles undertaking such trips would be limited, typically, to Transit-sized vehicles. It is anticipated, therefore, that the emphasis of the plan would be on safe working practices in relation to access and egress and materials handling rather than on measures to reduce the number of trips, although opportunities in respect of the latter would continue to be exploited as and when they arise.

Appendix A – Swept Path Analysis



Appendix B – 2015 Survey

In 2015 a survey of vehicle traffic to and from the Tavistock place site was completed to support the Tavistock Place 2 planning application, the results of this are recorded below. Tavistock Place 1 adjoins Tavistock Place 2 forming the Tavistock Campus.

1.1 The survey enumerators were asked to record the number of motor vehicles entering the site. These would be expected to be either delivery vehicles or disabled persons. The enumerators recorded that, during the ten-hour survey period, only two motor vehicles entered the site, viz:

At 1012 a delivery vehicle arrived and left again at 1035

At 1058 a delivery vehicle arrived and left again at 1117

No other motor vehicles were recorded as entering the courtyard.

1.2 To complement this information the School were asked to record details of delivery and service vehicle activity at the site, each day for the working week 20th – 24th April 2015. This includes the period of the above survey. The results of this survey are presented in Table 11.5 below.

TIME OF ARRIVAL	TYPE OF VEHICLE (eg Transit, large box van, refuse vehicle, articulated lorry, rigid lorry)	PURPOSE (eg refuse collection, delivery to refectory, personal, postal etc)	TIME OF DEPARTURE	CURRENT FREQUENCY OF DELIVERY/ COLLECTION
	NO VEHICLE DELIVERIES ON MONDAY OR THURSDAY			
1010 <i>Tue</i>	TRANSIT VAN	WATER DELIVERY	1035	WEEKLY
1059 <i>Tue</i>	SCHOOL VAN	PORTERING	1116	AS AND WHEN REQUIRED
1120 <i>Wed</i>	TRANSIT VAN	CONTRACTOR	1350	ONE OFF
1200 <i>Wed</i>	TRUCK	RUBBISH REMOVAL	1220	WEEKLY
1350 <i>Fri</i>	SCHOOL VAN	ESTATES	1400	AS AND WHEN REQUIRED

1455 Fri	SCHOOL VAN	IT EQUIPMENT	1520	AS AND WHEN REQUIRED
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Table 11.5 Recorded Service/Delivery Vehicle Activity 20 - 24 April 2015 by Day and Time and Type of Vehicle and Activity (LSHTM)

- 1.3 From Table 11.5 it will be seen that activities at the School generate few service and delivery vehicle movements. In the week under consideration, 20 – 24 April 2015, there were no service/delivery vehicles recorded on Monday or Thursday and only two vehicle movements on each of the other three days.
- 1.4 The School confirm that the number of service and delivery vehicles accessing the site as recorded above is typical. It should also be noted that three of the six deliveries are identified as 'School van'; this is in the ownership of the School and therefore under the School's direct control. The school use an electric van which was purchased new in 2018.
- 1.5 The school's Travel Survey was reviewed in 2023 by the Domestic Facilities Manager and remains the same.



Appendix C- Site Waste Storage Locations

