



The Hospital Club, Covent Garden

Delivery and Servicing Management Plan

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Caneparo Associates Limited
21 Little Portland Street
London W1W 8BT
Tel: 020 3617 8200

www.caneparoassociates.com

Registered in England: 9930032



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1 INTRODUCTION

- 1.1 This Delivery and Servicing Management Plan (DSMP) has been prepared by Caneparo Associates on behalf of The Hospital Club, located in the Covent Garden area of London Borough of Camden (LBC).
- 1.2 Planning permission was granted in 7th April 2000 ref PS9904338R1 for:
“Redevelopment to provide a building of basement, ground and four upper floors plus plant, for arts based uses including recording studios, photographic studio, screening room, offices, members lounge and meeting room, restaurant, conference, training, information, and storage rooms, public art gallery with ancillary retail space and residential accommodation with retention of facades to Shorts Gardens and Endell Street”
- 1.3 As part of the Section 106 Agreement, which accompanied the April 2000 decision, there was a requirement for a “Waste Minimisation Refuse and Recycling Plan” and “Waste Management Plans”, under Schedule 6 and 7 of the agreement (**Appendix C**).
- 1.4 In the near 20 years since the agreement was originally prepared and following the bringing into use of the building, it has become clear that the Servicing and Waste Management Plans require amendment to remain fit for purpose and to address concerns of the local community with regards to obstruction of the local highway network. A plan of the servicing area is shown in **Appendix A**.
- 1.5 This document has been prepared following input from the Council’s planning officers and previous discussions held with neighbours and the Covent Garden Community Association (CGCA) on behalf of the local community.

2 OUTLINE SERVICING STRATEGY

- 2.1 The majority of servicing needs for the Hospital Club are undertaken within the on-site and off-street service area which is operated in a one-way manner from Betterton Street to Short's Gardens. This allows for vehicles to approach and leave the site along Endell Street, removing a number of vehicle movements which previously approached from Drury Lane and Short's Gardens and leaving via Betterton Street.
- 2.2 The servicing area within the building allows for vehicles, up to the size of a large van, to service within the building, minimising disruption to nearby occupiers. Larger vehicles service the site on an ad-hoc basis, loading from double yellow lines on Betterton Street and Short's Gardens. We understand that this type of loading activity is infrequent and during off-peak hours where possible, as per the delivery survey shown in **Figure 1**.
- 2.3 The servicing area is actively managed by the Hospital Club Security Team based within the control room, which is situated next to the service yard.
- 2.4 The Security Team will work with Facilities to suitably organise delivery times so as to avoid queuing and congestion in the servicing area and on street.
- 2.5 No car parking or permanent parking for vans or lorries is permitted in the servicing area.

2.6 **Figure 1** below shows a summary of the delivery and servicing trips to the site during July / August 2018:

Figure 1: Delivery & Servicing Trips Survey Summary										
Date	Servicing Area			Betterton Street			Short's Gardens			Daily Total
	AM Peak (8-9am)	PM Peak (5-6pm)	Total	AM Peak (8-9am)	PM Peak (5-6pm)	Total	AM Peak (8-9am)	PM Peak (5-6pm)	Total	
12/07/2018	3		18			2			3	23
13/07/2018	1	1	23			5	3		6	34
14/07/2018			9			1			1	11
15/07/2018			1			0			0	1
16/07/2018			6			9			2	17
17/07/2018	4		13	1		2			1	15
18/07/2018	5		19			3			1	23
19/07/2018	2		13			2			3	18
20/07/2018	4		22			2			1	25
21/07/2018			9			1			1	11
22/07/2018										
23/07/2018		1	10	3		9			0	19
24/07/2018	1		18			2			0	20
25/07/2018	5		16			2	1		1	19
26/07/2018	2		16	1		2			0	18
27/07/2018	3		14			3			1	17
28/07/2018			8			2			0	10
29/07/2018										
30/07/2018										
31/07/2018			13			2			0	15
01/08/2018	3		18			1	1		3	22
02/08/2018	2		13			3	1		3	19
03/08/2018	1		14			1	1		2	17
04/08/2018			9			2			0	11
05/08/2018										
06/08/2018										
07/08/2018	2		12			2			0	14
08/08/2018	2		12			3	1		2	17
09/08/2018	3		14			3			0	17
10/08/2018	3		14			1			2	17

3 DESIGN STANDARDS FOR THE SERVICING AREA

- 3.1 Designs for the servicing area were approved as part of the original planning application, approved in September 2001 (PSX0104540).
- 3.2 The deliveries required at the site relate directly to the type of events which are planned to be held. The Hospital Club have made moves to purchase commonly used equipment and furniture which was previously brought in via delivery vehicles, which are stored on-site within the curtilage of the building. However, large events, weddings and filming do require the delivery of specialist equipment and furniture which continues to arrive in a variety of vehicle sizes, some of which must be serviced from on-street due to the limitations in capacity and size of the servicing area.

On Street Loading Bay Provision

Short's Gardens

- 3.3 Parking bays within the proximity of the Short's Garden service egress are solely provided for the use of resident's, being resident permit holders only, with the exception of a single Doctors Only bay.
- 3.4 Double yellow lines are present outside of the service area egress and site observations indicate that the kerbside space here can accommodate a 10m rigid lorry without causing an obstruction on the highway.

Betterton Street

- 3.5 Similarly, the allocated bays on Betterton Street consist predominantly of resident permit holders only bays.
- 3.6 Approximately 100m to the north east of the Betterton Street servicing area access is a single loading bay capable of accommodating a large van.
- 3.7 The road layout on Betterton Street is narrow and restricted, preventing on-street loading activities from occurring on double yellow lines without causing an obstruction to other vehicles.

Endell Street

- 3.8 To the west of the site there is a loading bay directly opposite The Hospital Club which allows for loading only during 8:30am – 6:30pm for up to 40mins, whilst this loading bay is shared with resident permit holders outside of this time period. This facility is used infrequently by The Hospital Club.

4 INITIATIVES OF THE DSMP

Responsibilities for Servicing Activity (unloading and loading)

4.1 The Hospital Club's Security and Facilities Teams are responsible for:

- assigning times for supplier's vehicles to visit the site which ensure that the internal service area does not exceed its vehicle capacity; and which comply with the permitted times;
- requiring suppliers to use small and fuel efficient vehicles which can use the internal service area;
- Ensuring that deliveries and collections by vehicles which cannot use the internal service area are minimised and only take place at times at which the on-street bay is reserved for loading/unloading.
- Ensuring that all loading/unloading activity takes place either from within the internal service area or, where necessary, on-street under the supervision of the Security & Facilities teams.

4.2 The Hospital's Club's security team is responsible for managing the flow of deliveries and collection activity in the internal service area and for directing deliveries into the building by suppliers unable to secure access to the internal service route on account of vehicle size.

4.3 The internal servicing area comprises two designated loading bays on the left hand side (for medium to long stay servicing activity) and a hatched out service route, capable of accommodating 3-4 vehicles at any one time, for short term (eg less than 5 minutes) servicing activity.

4.4 The internal service area, including both loading bays and service route, will be used solely for the purpose of servicing activities and will be kept clear and free from obstructions for this purpose.

Vehicle Specifications

4.5 The Hospital Club does and will continue to work with suppliers to inform them of the height and width restrictions of the internal service route and gates and request that they undertake loading/unloading activity within the building in vehicles which can comply with these restrictions. All vehicles will be required to use the internal service area wherever possible.

4.6 If a supplier is unable to comply with this requirement the supplier may request permission to use an on-street loading bay for unloading or loading.

4.7 Evidence of such requests will be made available to the Council on request.

Deliveries and Collections Procedure

4.8 The internal servicing area is situated at the eastern side of The Hospital Club building between Betterton Street and Shorts Gardens at ground level. Vehicle access is gained from Betterton Street via remote controlled gates operated by The Hospital Club security team. Deliveries are permitted via these access gates only during the times indicated below:

- Monday to Friday between 0700-2200
- Saturdays between 0900-1800
- Sundays between 1000-1400

4.9 As noted above it is the responsibility of the Security and Facilities teams to schedule deliveries to the internal loading bay and, when requested by suppliers, to the on-street loading bay so that there is no need for vehicles to wait in the vicinity or to use on-street areas for unloading because bays are full. All suppliers need to agree a time slot for deliveries and collections in advance and then comply with these slots, which will be between 8am-8pm. Any delivery or collection which comes outside its allotted slot will be refused unless there is capacity available to handle it.

4.10 Where it is necessary for suppliers to use vehicles that are too large to enter/exit the internal service area, the Security and Facilities teams will liaise with suppliers to ensure that all on street/off-site loading/unloading activity takes place from on-street loading bays in Shorts Gardens or Betterton Street, adjacent to the egress from the internal service areas or, in the event this bay is in use by a delivery not related to The Hospital, another loading bay in the vicinity of the site.

4.11 Any vehicles entering the internal service area must fall within the height and width restrictions of the entrance gates. The height of the service route is 2.8 metres and the width is 3 metres at the point of entry.

4.12 Upon arrival, the gates are opened by security. Doors to the internal servicing area will be closed at all times save when deliveries are being made.

- 4.13 The security control room is situated immediately inside to the left of the service route at the normal point of entry and is permanently staffed during permitted delivery hours.
- 4.14 All vehicles should in the first instance use the internal service area for loading/unloading purposes and only in exceptional circumstances will vehicles be allowed to use the public highway. Vehicles should park in the two designated internal loading bays as a priority and the hatched service route should be kept as clear as possible to prevent obstruction; any vehicles parked here should be on a short term basis only.
- 4.15 The Hospital Club will ensure that staff are in place to manage/oversee servicing activity. This will ensure that vehicles are stationed (either within the site or on the public highway at a designated loading bay) for the shortest time possible and also, that goods received are transferred to their destination within the building as quickly and efficiently as possible.
- 4.16 This policy forms part of the company terms and conditions and will be made available to all contractors, suppliers and clients.

Delivery Times and Schedules

- 4.17 The Hospital Club's Security and Facilities teams will maintain a planned delivery schedule so that suppliers can be allocated delivery slots and so that the security team can manage the deliveries that arrive in accordance with the plan. This schedule can be daily or weekly and will be kept for a minimum of 12 calendar months.
- 4.18 The Hospital Club's security team will maintain a log of servicing activity, including the following information:
- Day
 - Date
 - Supplier name
 - Haulier name
 - Booked and actual time of arrival
 - Booked and actual time of departure

- Type of vehicle
- Type of goods delivered
- Whether the vehicle used the internal service bay or whether it used an delivered from on-street loading bay and if so which one
- Any other comments

4.19 In addition a log will be kept of all vehicles which are refused permission to deliver or collect from the site because they arrive outside the permitted hours or because the internal bay is full. This will include the following information:

- Day
- Date
- Supplier name
- Booked and actual time of arrival
- Reason for refusal (early, late, bay full)
- Any other comments

4.20 All logs will be retained for a minimum of twelve calendar months and will be made available to the Council on request.

Monitoring, Review and Management

4.21 Deliveries and collections are logged by security. Incidents failing compliance will be reported to the Security and Facilities teams to action with the relevant supplier and if necessary, this will be escalated within the company as appropriate.

4.22 The Hospital operates and maintains a CCTV system around the building and within the internal service area and the exit area on Short Gardens. Each camera output is recorded for security and monitoring purposes. Once provided, the external on-street loading bay in Shorts Gardens will be monitored by CCTV for availability and potential use.

4.23 CCTV recordings are retained for a period of 30 days (rolling record process) and will be made available to the Council on reasonable request.

Changes to the Plan

4.24 The agreed contents of this Servicing Plan must be complied with unless otherwise agreed in writing with the Council. The Hospital Club will work with the Council to review this Servicing Plan from time to time when necessary. Any changes to the Plan must be approved by the Council and complied with thereafter.

Servicing and Deliveries

4.25 The Security and Facilities teams (or equivalent) will oversee servicing and delivery operations related to the premises.

4.26 The Security and Facilities teams will be aware (where possible) of forthcoming deliveries to ensure conflict with delivery vehicles do not occur within the servicing area, which could potentially delay vehicles entering the servicing area.

4.27 Similarly, the Security and Facilities teams will be aware (where possible) of forthcoming deliveries that can only be serviced on-street, to ensure obstruction of the highway is avoided at all times.

4.28 In order to meet the objectives of the DSMP, the following initiatives will be adopted:

- The Security and Facilities teams be aware of the regular deliveries that occur daily / weekly and co-ordinate these to ensure there is sufficient space within the servicing area for appropriate vehicles.
- The Security and Facilities teams will be made aware of all planned events, and the delivery and servicing needs these create. The deliveries and pick-ups for these planned events will be allocated and timed into the existing servicing allocations, and suitably managed if any of these need to serve the site on-street. Event clients will inform centre management staff of their expected deliveries.
- The Security and Facilities teams will issue written/email instructions to all suppliers who book deliveries setting out the delivery procedures to be adopted by them and require that, where possible, deliveries are undertaken using vehicles capable of loading / unloading goods within the servicing area on-site.

- Deliveries will be scheduled so as to avoid waste/recycling collections.
- Deliveries will be scheduled so as to avoid the AM + PM peak periods, where possible.
- Delivery drivers will be required to advise the Security and Facilities teams of their impending arrival by telephoning him/her approximately 10-15 minutes before their arrival.
- Drivers will be informed that vehicle engines must be switched off whilst goods are being loaded/unloaded (i.e. when their vehicle is stationary).
- The Security and Facilities teams will be responsible for the smooth and efficient operation of the DSMP.

5 WASTE MANAGEMENT PLAN

5.1 At the request of the London Borough of Camden's ("the Council") planning officers, the Waste Management Plan has been updated in order to provide more detailed information and greater clarity with respect to the The Hospital Club's waste management regime. It has been prepared following discussions with the Council's planning officers, and previous consultation held with neighbours and the Covent Garden Community Association (CGCA).

Principle

5.2 The Hospital Club will undertake its waste management in accordance with industry standard best practice procedures and will actively encourage staff and business partners to manage waste storage and collection in accordance with these procedures.

5.3 This document has taken consideration of the previous requirements outlined under Schedule 6 of the agreement (**Appendix C**).

Collection of Waste

5.4 All recyclable and non-recyclable waste will be stored in their respective bins in the refuse store located adjacent to the internal service route at ground floor level.

5.5 Waste is to be collected from Shorts Gardens daily Monday to Saturday by The Hospital Club's appointed contractor. No waste collection will take place on Sunday. The waste operator will be permitted to collect between 08.00 and 18.00 Monday to Friday and 09:00-18:00 on Saturday in accordance with present scheduled public collection times. However, The Hospital's waste contractors, Veolia, will be asked as part of their contract to limit their collections to the hours between 10.00 and 16.00 Monday to Saturday where possible, in order to minimise disruption to traffic flow in the vicinity of The Hospital during peak times.

5.6 In view of The Hospital Club's current use and the associated quantity and type of waste created, the on-site compaction of waste is not considered necessary. However, The Hospital Club will keep this under review and should the type and quantity of waste change significantly in the future, revised measures will be given consideration.

Waste Reduction Initiatives

5.7 The Hospital Club will review its performance and strategy on a regular basis and adjust it where appropriate, with the written agreement of the Council.

5.8 The Hospital Club will, as far as practically possible, recycle the following in an appropriate manner:

- Paper;
- Cardboard;
- Glass;
- Plastic;
- Aluminium cans;
- Electric equipment and metalwork;
- Batteries;
- Chemicals;
- Food;
- Oil.

5.9 These items shall be placed in an appropriate container for disposal.

Review, Management and Promotion

5.10 The Hospital Club Security and Facilities Teams will be responsible for the implementation and monitoring of this plan.

5.11 Waste collections are collections from the site which are included in the Servicing Plan. Therefore times for these collections will be scheduled in the planned delivery schedule and will be logged in the Servicing Activity log described in the Servicing Plan.

- 5.12 The Hospital Club operates and maintains a CCTV system around the building and within the internal service area and the exit area on Short Gardens. Each camera output is recorded for security and monitoring purposes.
- 5.13 CCTV recordings are retained for a period of 30 days (rolling record process) and will be made available to the Council on request.
- 5.14 The Hospital Club will continue its policy of waste management and will seek to improve recycling wherever possible and practical to do so. A significant amount of waste is already recycled.

Waste Storage and Collection

- 5.15 The following initiatives and measures will be in place for waste and recycling.
- The Security and Facilities teams will be responsible for ensuring that waste is stored appropriately and, subsequently, made available in good time prior to collection.
 - Refuse bins will not be left outside of the internal servicing area and will be kept in the appropriate storage location at all times.
 - Suppliers will be encouraged to take away their packaging to minimise the accumulation of waste.
 - The refuse stores will be kept clear from obstruction and in good order as far as is reasonably practicable. The storage area will be inspected on a regular basis and cleaned when necessary.
 - The Security and Facilities teams will work with their waste contractor to avoid collections during peak hours.
 - Waste contractors will not be permitted to tip glass bins (unless in exceptional circumstances) to reduce the noise associated with collections.
 - The Security and Facilities teams will be responsible for ensuring that waste is stored appropriately, compacted (if applicable) and available in good time prior to collection.

6 MONITORING AND REVIEW OF THE PLAN

6.1 The Security and Facilities teams will seek to maintain a record of delivery and servicing activities, which will include the following information:

- Day
- Date
- Type of vehicle
- Goods carried
- Time of arrival
- Time of departure
- Any other comments

6.2 The Security and Facilities teams will monitor/review the success of the DSMP on an on-going basis and, if considered necessary/appropriate, will propose changes to be approved by the Local Planning Authority (LPA).

6.3 As part of the monitoring/review of the DSMP, the Security and Facilities teams will take into consideration any other developments in the locality which could potentially affect or be affected by servicing activity associated with the development to ensure that a co-ordinated proactive approach is taken.

6.4 The Security and Facilities teams will review any comments received from occupants of the development and/or third parties regarding servicing activity and notify the Council if changes are required to the DSMP.

7 CONCLUSION

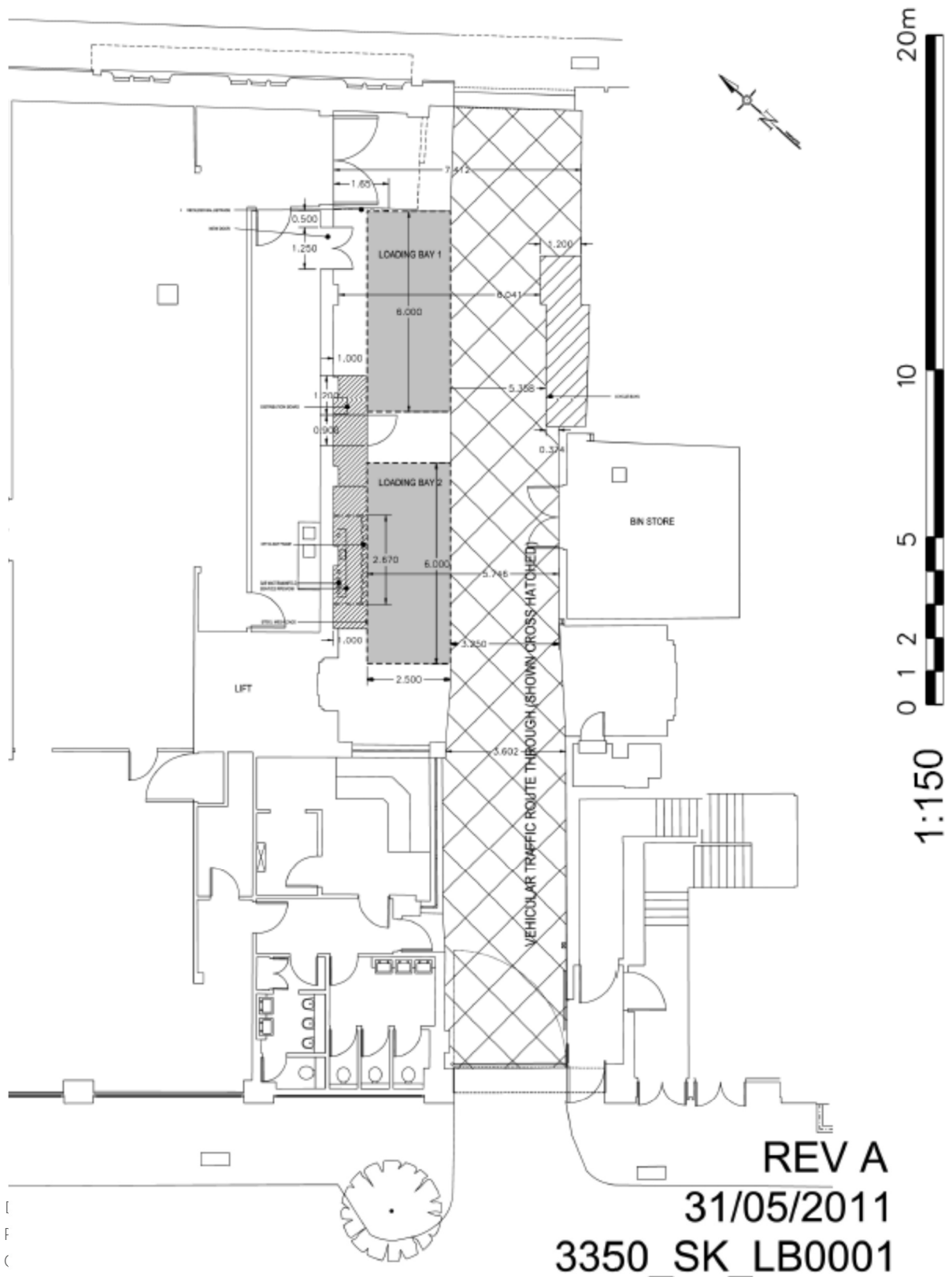
- 7.1 This DSMP will ensure the successful operation of delivery and servicing activity on a day to day basis and the management of waste and recyclables on site.
- 7.2 This DSMP will ensure that the likelihood of conflicts for servicing will be minimised and that the servicing of the site will not affect the free flow or environmental condition of the public highway.
- 7.3 Accordingly, in consultation with the Council, the requirements of Schedule 6 "Waste Minimisation Refuse and Recycling Plan" and Schedule 7 "Servicing Plan" have now been adhered to, taking consideration of the most up-to-date functions of the Hospital Club.

Statement

- 7.4 *"The agreed contents of this Delivery and Servicing Management Plan must be complied with unless otherwise agreed in writing with the Council. The Manager(s) shall work with the Council to review this Delivery and Servicing Management Plan as above. Any future revised plan must be approved by the Council in writing and complied with."*

Appendix A

Ground Floor Servicing Area Layout Plan



Appendix B

Delivery and Servicing Survey

Appendix C

Schedule 6 & 7

THE SIXTH SCHEDULE

WASTE MINIMISATION REFUSE AND RECYCLING PLAN

In drawing up the Waste Minimisation Refuse and Recycling Plan (referred to in this Schedule as "the Plan") the Owner shall ensure the provisions securing the following matters are contained within the Plan at the Owner's expense.

Review, Management and Promotion

- 1 Setting of waste reduction and recycling targets
- 2 Ongoing senior management commitment in consultation with staff, to promote a waste-minimisation culture.
- 3 Appointment of a representative of the Owner as Plan Co-ordinator to be responsible for implementing the Plan.

Refuse Reduction Initiatives

- 4 Waste minimisation establishment of a programme setting out specific steps to secure waste minimisation refuse reduction in the Development together with regular waste audits and reviews of ways to reduce the amount of waste generated at the Development.
- 5 Establishment of a specific programme to promote use and purchase of recycled products and products which can be recycled
- 6 To provide appropriate containers for (or to package and clearly label for collection and disposal by specialists) and to ensure the recycling of the following namely IT equipment including printer and photocopying toners and cartridges, furniture and other office equipment, waste cardboard, paper, plastic bottles, aluminium cans, glass bottles, glass, cans and all other materials which can be reused or recycled
- 7 To keep the immediate vicinity of the containers clean and such containers are regularly emptied

Collection of Waste

- 8 A system for storage and disposal of waste, for refuse which cannot be recycled or reused
- 9 Mechanisms for monitoring the effectiveness of the Plan and reporting to the Council on at least an annual basis
- 10 A commitment to take any steps reasonably required by the Council to increase the effectiveness of the Plan

THE SEVENTH SCHEDULE

SERVICING PLAN

In drawing up the Servicing Plan the Owner shall ensure the provisions relating to the following matters are contained within such plan so as to minimise impact on amenity.

procedures to be strictly observed in the management of deliveries removal of waste and servicing of the First Property regulating inter alia

- number and type of vehicles to be used (size to be specified)
- timing of deliveries/servicing trips (incorporating a requirement that no deliveries shall be accepted into the First Property save between the hours of 08.00 to 20.00 on Monday to Friday, and 0.900 to 13.00 on Saturday

a requirement not to accept deliveries of any goods or materials into the First Property save through the servicing bay marked on Drawing Number pp.210-1 ("the Servicing Bay")

a requirement to keep the doors of the Servicing Bay closed at all times save at times when deliveries are being made into the First Property

a requirement for the Servicing Bay to be staffed between the hours of 0.700 to 20.00 by a representative of the Owner who is aware of the need to comply with the requirements of the Servicing Plan and who is responsible for ensuring the Servicing Bay is managed in accordance with the Servicing Plan

mechanisms for monitoring compliance with the Servicing Plan and reporting this information to the Council on an annual basis.