

St Pancras Commercial Centre

DELIVERY AND SERVICING PLAN



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1 Introduction

1.1 Purpose

- 1.1.1 Urban Flow has been commissioned by Camden Property Holdings Ltd to prepare a Delivery and Servicing Plan for a mixed-use development combining light-industrial, office, residential and retail uses.
- 1.1.2 This Delivery and Servicing Plan should be read in conjunction with the accompanying Transport Assessment and Travel Plan documents.
- 1.1.3 The purpose of this Delivery and Servicing Plan (DSP) is to provide a framework for freight vehicle movement, which will enable freight activity impacts to be reduced in the surrounding area as well as improving the efficiency of freight. This DSP aims to be integrated and used alongside the development's Travel Plan.

1.2 Background

- 1.2.1 The proposal is for redevelopment of St Pancras Commercial Centre (63 Pratt Street). The development site occupies a whole block bounded by Pratt Street, Georgiana Street, St Pancras Way and Royal College Street (see Figure 1.1).



Figure 1.1 Site Location Plan

- 1.2.2 The proposed number of people that can be accommodated by the site is approximately:
 - 116 residents;
 - Between 1,000 and 1,800 office workers depending on occupancy rates;
 - Associated retail staff plus customers; and
 - Associated light industrial unit workers.

- 1.2.3 Due to the ambition to retain light industrial uses it is also expected that delivery and servicing vehicles will be entering and exiting the site throughout the day.
- 1.2.4 Any vehicles requiring access to the site can do so from Pratt Street and then exit from St Pancras Way.
- 1.2.5 The majority of delivery and servicing vehicles for the development will use a dedicated servicing street.
- 1.2.6 The two residential blocks will be serviced from Georgiana Street.

1.3 Existing Development

- 1.3.1 The site currently consists of 12 units of light industrial use for which vacant possession will be obtained in 2020.
- 1.3.2 There is one access to the site situated on Pratt Street and used by pedestrians and vehicles. The entrance is not gated and there are no footways for pedestrians, forcing them to share the carriageway with vehicles.
- 1.3.3 There is limited access for vehicles to the site due to the one-way traffic management surrounding the campus (Figure 3.3). St Pancras Way is one-way southbound whilst Royal College Street is one-way northbound. Both roads provide cycle lane in their directions, along with contra-flow cycle lane. Pratt Street is also one-way, eastbound.
- 1.3.4 Servicing and deliveries to the site take place in the car park, accessed from Pratt Street.

1.4 Scope of DSP

- 1.4.1 In line with Camden Council policies (see Chapter 2) a draft/framework DSP has been prepared in support of the proposed development.
- 1.4.2 This DSP is currently a draft document and will be reviewed and updated in due course once individual occupiers are known for the various elements of the development (office, light industrial and retail units).

1.5 Structure

- 1.5.1 Following this introductory section, the structure of this Delivery and Servicing Plan is as follows:
 - Chapter 2 – summarises the national and local policy context in relation to Deliveries and Servicing;
 - Chapter 3 – gives a summary of proposed development, including servicing and access arrangements and predicted delivery and servicing movements
 - Chapter 4 – identifies the objectives of the Delivery and Servicing Plan;
 - Chapter 5 – presents the measures and initiatives to be implemented to improve deliveries and servicing;
 - Chapter 6 – describes predicted movements with implemented management measures
 - Chapter 7 – presents the Delivery and Servicing Plan's monitoring and review arrangements to ensure its long-term success.

2 Policy Context

2.1 Introduction

- 2.1.1 This chapter provides an overview of the relevant freight and delivery and servicing policies which apply to the development.

2.2 London

The Mayors Draft Transport Strategy 2017

- 2.2.1 The Mayors Draft Transport Strategy 2017 recognises that improving the efficiency of deliveries and shifting them to alternative times of the day can aid congestion in shifting them to times of the day when the network can accommodate them.
- 2.2.2 By 2026 the strategy aims to reduce overall van and lorry use in central London in the morning peak by 10%.
- 2.2.3 Reducing and retiming freight movements through joint procurement and operating outside of peak hours can aid in contributing to taking nonessential freight trips off the road.
- 2.2.4 Additionally, night-time deliveries can move trips from peak times, especially if related noise impacts from delivery and servicing are mitigated through good design and management of delivery areas.
- 2.2.5 The strategy outlines how new developments will be expected to encourage efficient, safe and low-emission delivery and servicing trips and planning permissions should secure delivery and servicing plans which support both night-time and off-peak deliveries.

Draft London Plan

- 2.2.6 The Draft London Plan was published by the Mayor of London in December 2017 and provides a transport framework for London over the coming 20 years. The plan contains a specific policy related to freight (T7), extracts of which are provided below.

T7F – “Development proposals should facilitate sustainable freight and servicing, including through the provision of adequate space for servicing and deliveries off-street. ...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.”

T7G – “Developments should be designed and managed so that deliveries can be received outside of peak hours and in the evening or night time...”

The London Freight Plan

- 2.2.7 The London Freight Plan was published in November 2007 and outlines how to achieve sustainable freight distribution in London and provides insight into some of the challenges posed to achieve this. The plan also highlights the need for collaborative working to achieve sustainable freight delivery.
- 2.2.8 The plans vision is for ‘...the safe, reliable and efficient movement of freight and servicing trips to, from, within and, where appropriate, through London to support London’s economy, in balance with the needs of other transport users, the environment and Londoners’ quality of life...’.
- 2.2.9 The plan states that the DSP will be used to increase building operational efficiency this can be achieved by:

reducing delivery and servicing impacts particularly carbon dioxide emissions, congestion and collisions

- 2.2.10 This can be achieved by having an effective DSP in place with the overarching aim to reduce delivery trips particularly during peak hours through implementations such as out-of-hours deliveries.
- 2.2.11 Additionally, contractual relationships between building operators and their supply chain can be used to select companies committed to sustainable freight distribution, such as Freight Operator Recognition Scheme members.
- 2.2.12 DSPs will be linked to planning conditions for major new developments.

TfL Making Freight Work For You

- 2.2.13 Making Freight Work For You aims to help organisations in developing their DSP's and highlights the importance of having a DSP in place. This document includes benefits such as having the ability to reduce the impact of freight activity on residents.
- 2.2.14 The document also provides guidance on how to manage a DSP, alongside a range of initiatives which can be adopted within a DSP to manage freight activity better and reduce costs. These include but are not limited to; reviewing your supply chain operations, managing deliveries and working with your suppliers.

Managing Freight Effectively: Delivery and Servicing Plans

- 2.2.15 Managing Freight Effectively: Delivery and Servicing Plans was published by Transport for London in 2007 and provides guidance on the production of DSP's with the understanding that each DSP needs to be tailored to the specific requirements of the building.

TfL Travel Planning Guidance

- 2.2.16 TfL Travel Planning Guidance – provides guidance on how to effectively deliver and manage deliveries and servicing. The document states that DSP plans are to be taken into account as early as possible.

London Low Emissions Zone (LEZ) and Ultra Low Emission Zone (ULEZ)

- 2.2.17 The LEZ first came into effect in February 2008 and operates by charging the heaviest polluting vehicles e.g. lorries over 12ft long, which enter the zone. The zone covers most of Greater London including parts of the M1 and M4.
- 2.2.18 The ULEZ came into effect in 2019 and operates 24 hours a day, every day of the year including weekends and public holidays. The ULEZ covers the same area as the Congestion Charge.
- 2.2.19 It requires all cars, vans, minibuses, buses, coaches and HGVs to meet exhaust emission standards, which if not met causes drivers to face a daily charge when travelling within central London
- 2.2.20 This charge is in addition to any Congestion Charge or Low Emission Zone charges, showing the overall aim of reducing emissions within London.

2.3 Camden Local Plan

- 2.3.1 The Camden Local Plan was published by the London Borough of Camden in 2017 and sets out planning policies and strategic objectives for Camden between 2016-2031. The plan contains a specific policies related to freight, specifically to managing the impact of development (A1) and promoting sustainable movement of goods and materials (T4), extracts of which are provided below.

A1 – *'(...) The Council seeks to minimise the movement of goods and materials by road through the use of consolidation facilities and rail and water freight where possible'. 'To avoid congestion and protect residential amenity, developments will be expected to provide on-site servicing facilities wherever possible' (...).*

T4 – *'The Council will promote the sustainable movement of goods and materials and seek to minimise the movement of goods and materials by road. We will: a. encourage the movement of goods and materials by canal, rail and bicycle where possible; b. protect existing facilities for waterborne and rail freight traffic and; c. promote the provision and use of freight consolidation facilities. Developments of over 2,500 sqm likely to generate significant movement of goods or materials by road (both during construction and operation) will be expected to: d. minimise the impact of freight movement via road by prioritising use of the Transport for London Road Network or other major roads; e. accommodate goods vehicles on site (...)'.*

2.4 Other Camden Guidance

Camden Planning Guidance: Transport (March 2019)

- 2.4.1 This document highlights the need for Delivery and Servicing Plans in order to manage and mitigate the potential impacts of deliveries and servicing on the amenity and safety of the general public.
- 2.4.2 It states that the Council will seek DSPs for all major developments, as a part of the planning application.
- 2.4.3 Paragraph 4.10: *'the aim of a DSP is to minimise motorised freight movements, mitigating against the negative impacts of freight movement in general, in particular those of motorised freight traffic'*. In order to achieve that, consideration needs to be given to location of loading, delivery timing, routing, vehicular type and vehicular control measures, freight consolidation, other control measures, specific considerations according to land use and monitoring.

Healthy Streets, Healthy Travel, Healthy Lives: Camden Transport strategy 2019-2041 (April 2019)

- 2.4.4 Camden Transport Strategy 2019-2041 sets out a vision and objectives for Camden borough, which responds to challenges, opportunities and policy changes. The vision is *'to work alongside residents and partners in transforming transport and mobility in Camden, enabling and encouraging people to travel sustainably; nurturing healthier lifestyles; creating radically less polluted places; and upgrading the transport network to meets Camden's needs and those of London as a growing capital city'*.
- 2.4.5 The document gives an outline of some objectives and measures related directly to freight movements.
- 2.4.6 Objective 6 is *'to deliver an efficient, well-maintained highways network and kerb-side space that prioritises the sustainable movement of goods and people'*. Emphasis is put on pressure on carriageway and kerbside space in Camden caused by freight activities. *'A range of measures are needed to ensure that these pressures are managed in the most efficient and sustainable way, including opportunities for consolidation, re-timing and re-moding'*.
- 2.4.7 As a way of delivering Objective 6 by better freight management, the strategy suggests a number of specific measures:

Measure 6b: 'Support and encourage the London Borough Consolidation Centre (LBCC), project managed by Camden, by expanding activity beyond internal procurement of goods to the other parts of the public and private sectors in Camden, and encourage other boroughs to work with the LBCC'.

Measure 6j: 'Develop and implement measures from a Freight Action Plan to be completed following the production of this Strategy to mitigate the impacts of freight movements in the Borough, particularly to contribute to the overarching MTS target of a 10% reduction in morning peak freight transport in central London by 2026 (congestion charge area). Measures will include, but not be limited to:

- (i) Work with others including the Camden Business Board, BIDs, hospitals and education establishments to identify opportunities to increase freight consolidation both for deliveries and removing waste, including the use of Regent's Canal.
- (ii) Continue the Council's consolidation project for deliveries to Council offices, and identify opportunities to reduce Council grey fleet (vehicles not belonging to Camden but used for Council travel by employees) and restrict staff journeys by car.
- (iii) Investigate opportunities, with partner organisations and groups including the Camden Business Board and BIDs, for last mile deliveries by cycle freight, including the use of e-bikes and implementing dedicated cargo-bike loading and unloading space where feasible.
- (iv) Investigate and deliver if feasible a scheme to loan cargo bikes to businesses as part of Camden's existing cycle loan scheme.
- (v) Work with BIDs and major employers to discourage the use of personal deliveries to the office and for staff to make use of collection points closer to home or work locations.
- (vi) Work with businesses to encourage retiming of deliveries outside of peak periods, through for example, waiting and loading reviews and vehicle restrictions.
- (vii) Continue to develop requirements for Construction Management Plans (CMPs) and Servicing Management Plans (SMP) through the planning process to give significant consideration to timing of deliveries, routing, size of vehicles, and identifying consolidation and last mile opportunities as key elements of the Plans'.

3 Proposed Development

3.1 Introduction

3.1.1 The proposed development seeks to retain the existing light industrial use whilst providing new retail and office units and residential provision.

3.2 Proposed Land Use Schedule

3.2.1 The proposed development use is for:

- 3,519m² (GEA) light industrial;
- 17,072m² (GEA) office;
- 829m² (GEA) retail; and
- 32 residential units (4,546m² GEA).

3.2.2 This represents a total gross floor area of 24,604m² and a net increase of approximately 22,577m² from existing (see Table 3.1).

	Existing	Proposed	Change
Industrial	3,389m ²	3,519m ²	+130m ²
Office	0m ²	17,072m ²	+17,072m ²
Retail	0m ²	825m ²	+825m ²
Residential	0 units	32 units 4,546m ²	+32 units +4,546m ²
Total	3,389m ²	25,966m ²	+22,577m ²

Table 3.1 Existing and proposed gross floor area

3.3 Layout and access overview

3.3.1 As shown on Figure 3.1, the development proposal is to retain the existing access via Pratt Street as an entry-only point and provide a new exit point onto St Pancras Way. This will deliver a one-way (northbound) route through the site.

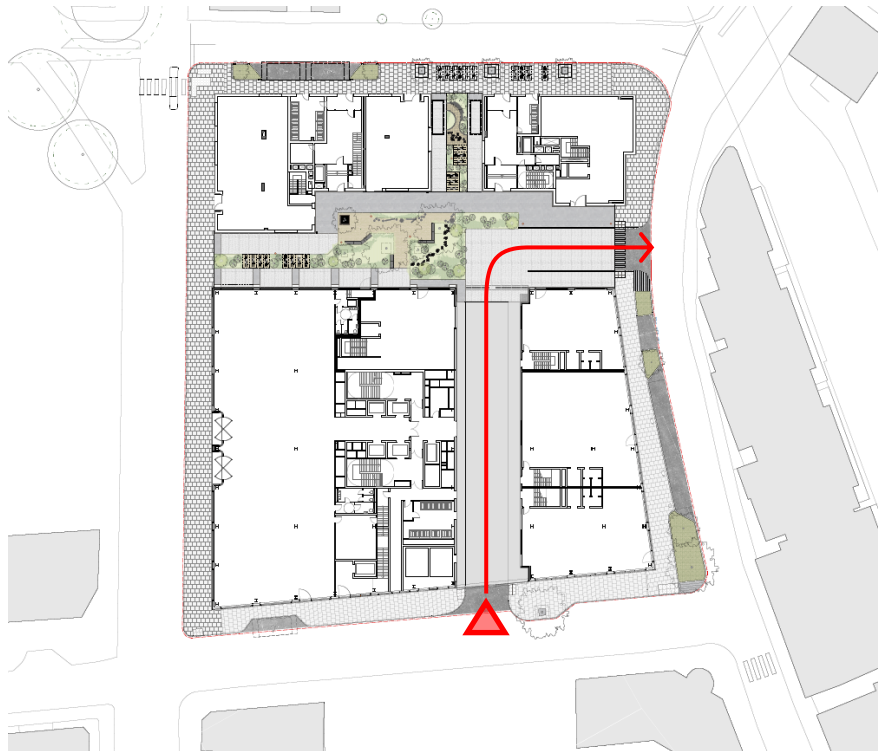


Figure 3.1 Site access and internal 'servicing street'

- 3.3.2 The design of the servicing street is such that it will be sufficiently wide to accommodate:
- parked vehicles loading/unloading goods;
 - safe, demarcated space outside each unit for goods to be conveyed from goods vehicles; and
 - sufficient space for moving vehicles to pass stationary ones.
- 3.3.3 Goods vehicles will be travelling in forward gear at all times with no reversing required into / out of the public highway. These movements are shown in the swept path analysis included within this chapter and fully in Appendix A. Removing reversing vehicle manoeuvres also frees up more ground level space for development and public open space.
- 3.3.4 The internal servicing street is covered as it passes through the office block (north-south aligned). At the end of the office block (as the street turns right) it becomes open.
- 3.3.5 Goods vehicle activity will take place primarily within the covered section of the street (marked A in Figure 3.2). The length of this covered section is 38m, sufficient in length to accommodate at least 4 goods vehicles at any time (assuming c.7m long rigid axle light goods vehicle). The prevalence of shorter-length smaller vans could mean that occasionally 5 vehicles could be reasonably accommodated within the street.
- 3.3.6 The light industrial unit in the ground floor of the affordable residential block may need special servicing requirements on specific occasions that can't be easily accommodated from the covered section of the servicing street. If needed for special deliveries the layout of the street is such that there is sufficient space to accommodate a vehicle between the light industrial units whilst still enabling through movement (marked B in Figure 3.2).
- 3.3.7 Whilst not considered in the above analysis, rapid high-turnover activity (quick drop-off, pick-up of goods lasting no more than a minute or two) could take place from the 'running lane' in the servicing street (marked C in Figure 3.2). Whilst strictly not desirable in terms of ensuring consistent, free movement at all times, occasional activity such as this would not cause undue operational problems (see para 6.2.3).



Figure 3.2 Servicing locations

3.4 General Deliveries

- 3.4.1 Vehicles will access the development from Pratt Street using the dedicated servicing street. Access to the servicing street will be controlled by gates at each end which will prevent pedestrians and other non-authorised vehicles gaining entry outside of core working hours.
- 3.4.2 Outside of core working hours, in order to gain access to the servicing street the driver will have to contact Estate Management via an intercom system. The Estates Management Team will be given notice of any out-of-hours deliveries/collections.
- 3.4.3 Lifts and stair access, as identified on Figure 3.3, are provided for the movement of goods to the basement and higher floors. Temporary parking spaces are located alongside internal servicing street to ensure comfortable loading and unloading of goods.

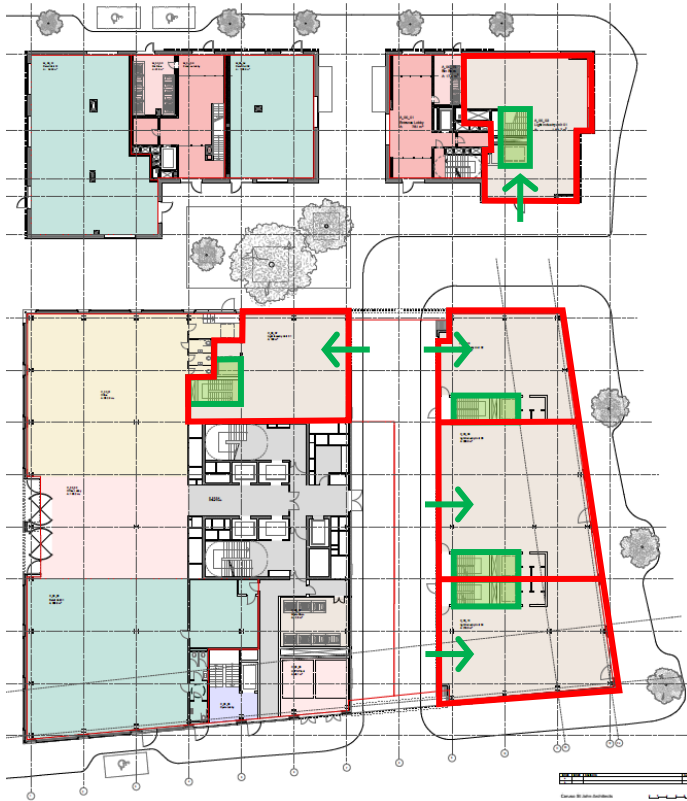


Figure 3.3 Lift and stair access (green highlighted areas)

- 3.4.4 The entrance to the internal servicing street has been designed for commercial deliveries and servicing, with a headroom clearance of 4 metres. This is to ensure that a LBTH compactor vehicle is able to easily load/unload.
- 3.4.5 Because the site is on sloping ground the entrance headroom is 5.4m; this will be reduced with appropriate measures (eg flexible booms) to ensure vehicles no higher than 4m enter the street.

Refuse

- 3.4.6 Waste from the office, light industrial and retail uses will be collected using the internal servicing street. Residential bin collection will be carried out from Georgiana Street.
- 3.4.7 Waste store areas are shown in Figure 3.4 with access routes also shown.

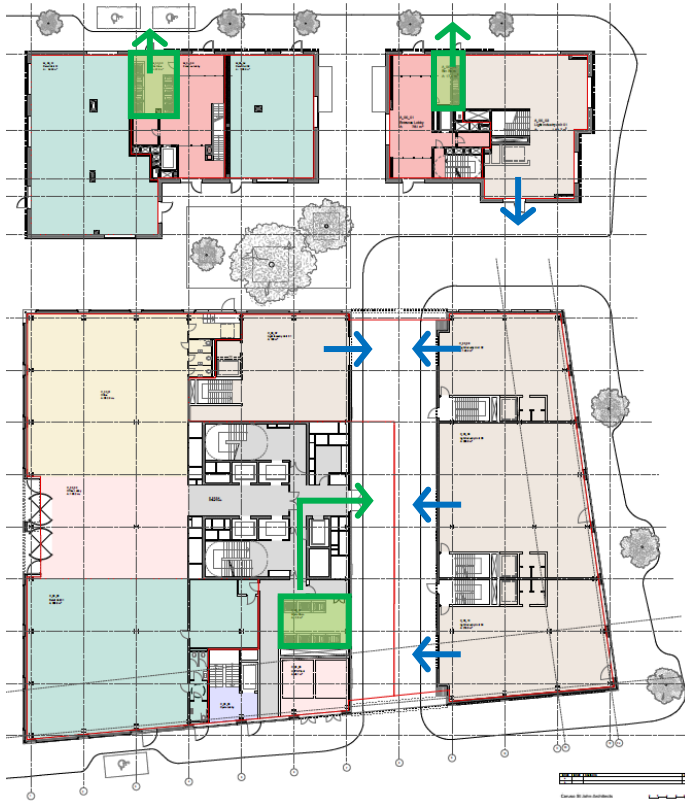


Figure 3.4 Waste stores and access routes (specific areas highlighted green)

- 3.4.8 Retail waste will be stored in each individual unit in the residential blocks and shared with the office bin store for the unit in the main office block. Light industrial waste will be stored in each individual unit, reflecting the different activity and potential waste that could be generated.

3.5 Routes and Swept Paths

- 3.5.1 Example swept paths are provided in Figures 3.5 (LGV, 7m), 3.6 (Refuse vehicle, 7.9m) and 3.7 (HGV, 10m). All the figures show that servicing vehicles can both enter and exit the site in forward gear. No reversing manoeuvres are expected to take place on the internal street. Appendix A contains larger versions of these swept path drawings.



Figure 3.5 LGV (7m) servicing street tracking



Figure 3.6 Refuse (7.9m) servicing street tracking



Figure 3.7 HGV (10m) servicing street tracking

- 3.5.2 The swept paths for 7m LGV, 7.9m refuse and 10m HGV vehicles show that vehicles can enter the site, pass along the internal servicing street and exit back onto St Pancras Way all using forward gear. There is no over-running of inside corners by rear wheels nor bodywork passing over footways on the outside of turns.

3.6 Predicted Delivery and Servicing Movements

- 3.6.1 As the occupiers of the development (light industrial, retail and office uses) have not yet been confirmed, the precise number, frequency and type of deliveries/servicing to the proposed development is not known.
- 3.6.2 Therefore, in order to estimate the number of servicing movements per day, daily trip rates have been estimated using the TRICS trip rate database, focussing on comparable land-uses.
- 3.6.3 Chapter 8 in the accompanying Transport Assessment contains detailed information on the trip generation methodology; a summary is presented here.

Light Industry

- 3.6.4 Given the fundamental change in the mix of uses and layout of the site it is inappropriate to use this existing activity as a reliable proxy for the future. Instead, TRICS has been used to obtain appropriate goods vehicle trip rates (see TA Appendix G).
- 3.6.5 Based on a new, increased light industrial quantum (GEA) of 3,519m² gives the following goods vehicle trip generation (Table 3.2):

	AM			PM			All day (6-20)		
	In	Out	Total	In	Out	Total	In	Out	Total
Trips (goods vehicles)	5	6	11	2	3	5	65	61	125

Table 3.2 Light Industrial TRICS trip generation (goods vehicles)

- 3.6.6 Using these TRICS trip rates for comparable sites, there could be expected to be approximately 65 inbound and outbound trips associated with the light industrial element of the development.
- 3.6.7 Based on the hourly TRICS inbound/outbound generated trips, an accumulation profile has been obtained for the proposed light industrial use (Table 3.3). This gives a maximum accumulation of 6 goods vehicles between 7:00 and 15:00.

Hour Starting	Goods Vehicles In	Goods Vehicles Out	Accumulation
6	10	5	5
7	5	4	7
8	5	6	6
9	5	5	6
10	6	6	6
11	6	6	6
12	5	5	6
13	5	4	6
14	4	5	6
15	4	4	6
16	4	4	5
17	2	3	4
18	1	1	4
19	2	1	4
Total	65	61	0
Maximum			6.7

Table 3.3 Proposed light industrial goods vehicle accumulation

- 3.6.8 Based on the existing survey data (see TA Section X.X), the split between types of goods vehicles is approximately 93% LGV and 7% OGV. The relative component of these vehicle types into the peak accumulation of 7 vehicles is less than 0.5 OGV and approximately 6.5 LGVs. As such the design of the internal servicing street should take into account much higher use by LGVs and allocate space accordingly.

Office

- 3.6.9 Based on an office quantum (GEA) of 17,072m² gives the following goods vehicle trip generation (Table 3.4):

	AM			PM			All day (6-20)		
	In	Out	Total	In	Out	Total	In	Out	Total
Trips (goods vehicles)	2	1	3	0	1	1	20	20	40

Table 3.4 Office trip generation (goods vehicles)

Retail

- 3.6.10 The proposal is for a total retail floor area (GEA) of 829m². At the time of planning submission, it is not known what precise form this retail provision will take.
- 3.6.11 The TRICS and TRAVL trip rate databases do not contain appropriate comparison sites for potential non-food retail and café uses. Instead, food retail trip rates have been applied to model a worst case for trip generation.
- 3.6.12 Based on a retail quantum of 775m² gives the following goods vehicle trip generation (Table 3.5):

	AM			PM			All day (6-20)		
	In	Out	Total	In	Out	Total	In	Out	Total
Trips (goods vehicles)	1	1	2	1	1	1	11	11	21

Table 3.5 Retail (food) trip generation (goods vehicles)

Residential

- 3.6.13 TRICS has been used to obtain appropriate goods vehicle trip rates. Based on a residential quantum of 32 dwellings gives the following trip generation (Table 3.6):

	AM			PM			All day (6-20)		
	In	Out	Total	In	Out	Total	In	Out	Total
Trips (goods vehicles)	0	0	0	0	0	0	<1	<1	1

Table 3.6 Residential trip generation (goods vehicles)

Combined land uses

- 3.6.14 Combining the light industrial, office, retail and residential uses gives overall total goods vehicle movements of:

	AM			PM			All day (6-20)		
	In	Out	Total	In	Out	Total	In	Out	Total
Light industrial	5	6	11	2	3	5	65	61	125
Office	2	1	3	0	1	1	20	20	40
Retail	1	1	3	1	1	2	11	11	21
Residential	0	0	0	0	0	0	0	0	1
Total	9	9	17	3	5	8	96	92	188

Table 3.7 Combined all uses goods vehicle trips

- 3.6.15 Overall it is expected that approximately 95 goods vehicles will access the site during the course of the day. Two-thirds of this demand is attributable to light industrial use.

Combined land uses - accumulation

- 3.6.16 Hourly arrival / departure profiles used for each land use (light industry, office, retail and residential uses) to give a combined accumulation profile.

- 3.6.17 In light of the absence of on-site parking being provided for any of the uses, including light industry, the trip rate for light industry has been adjusted to remove a noticeable 6-7am spike in activity that is consistent with on-site parking. This also leads a balance in inbound/outbound trips across the whole day.

Hour Starting	In	Out	Accumulation
6	10	6	3
7	9	6	6
8	9	9	6
9	8	8	7
10	11	10	7
11	8	9	7
12	9	8	7
13	6	7	7
14	6	7	6
15	5	6	5
16	5	7	3
17	3	5	1
18	2	2	1
19	2	2	1
Total	92	92	Max = 7

Table 3.8 Combined all uses goods vehicle accumulation

- 3.6.18 Based on combined in/out goods vehicle flows, the maximum accumulation on site will be 7 vehicles. This will be maintained throughout the morning and into the early afternoon.
- 3.6.19 Chapter 6 considers the likely impact of the proposed management measures on goods vehicles flows and peak accumulation.

4 Objectives

4.1 Introduction

- 4.1.1 This Delivery and Servicing Plan has been drafted after consulting the guidance previously mentioned, in chapter two.
- 4.1.2 This DSP seeks to achieve the following objectives:
- Identify how goods can be delivered, and waste removed, in a safe and efficient way so as pupils and operations are kept separate;
 - Reduced, re-timed and consolidate deliveries;
 - Reduce the operating costs of deliveries and servicing; and
 - Reduce the impact of freight activity on the development's operation, local residents and the environment.

5 Delivery and Servicing Management Measures

5.1 Introduction

- 5.1.1 This chapter describes the measures and incentives within the DSP in order to meet the objectives mentioned in chapter 4.
- 5.1.2 The site management team will need to appoint a specific contact to implement the DSP on a day to day basis. This individual will be identified prior to occupation of the development.
- 5.1.3 This DSP aims to ensure that the site is serviced efficiently whilst minimising or eliminating any negative impacts this may have on the local area.
- 5.1.4 This DSP's management and measure initiatives have been grouped after referring to Camden Planning Guidance Transport (March 2019) and consulting TfL's best practice guidance within 'Managing Freight Effectively: Delivery and Servicing Plans.' Based on the identified recommendations they have been formed into the following groups;
- Reduction in deliveries;
 - Location of loading;
 - Delivery timing;
 - Routing for HGVs;
 - Vehicle type and vehicle control measures
 - Consolidations;
 - Managing deliveries;
 - Supply chain operations;
 - Working with suppliers;
 - Waste;
 - Special deliveries; and
 - Other control measures.

5.2 Reduction in Deliveries

- 5.2.1 Substantial reduction in on-site space for deliveries/servicing compared to existing situation. This will inevitably lead to a reduction in deliveries. Other measures to be delivered in support of this key change.

5.3 Location of Loading

- 5.3.1 In order to ensure the most efficient movement of goods, consideration was given to the location of loading facilities.
- 5.3.2 The development benefits from dedicated onsite loading facilities alongside the internal servicing street.
- 5.3.3 A small proportion of loading related to residential uses will take place on-street, on Georgiana Street, a quiet street, with traffic flows of approximately 40 vehicles per hour. There are no bus stops located nearby. It will be ensured that such activity will have minimal impact on public highway network and that loading will not have negative impact on safe operations of nearby cycle lanes and crossing facilities.
- 5.3.4 Figure 5.1 shows where proposed deliveries will occur, including details of existing kerbside loading restrictions within the immediate vicinity.

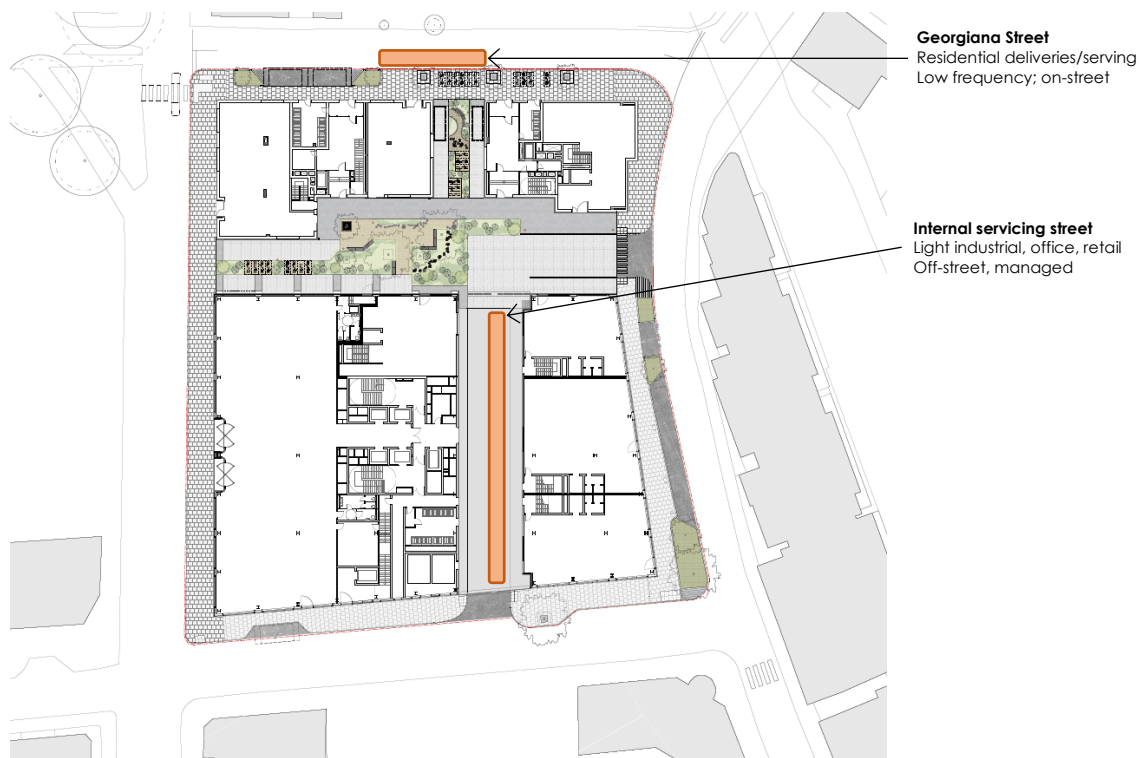


Figure 5.1 Location of proposed deliveries

5.4 Delivery Timing

- 5.4.1 The expected delivery times are 06:00 – 20:00. Outside of these times the servicing street will be gated with access provided via intercom.
- 5.4.2 To limit the congestion further and ensure no conflict in delivery schedules for all land-uses, a delivery schedule with a booking system will be introduced to distribute deliveries throughout the day.
- 5.4.3 A booking system will be implemented to actively enable this shift to take place and for durations of stay to be minimised and quick turnover promoted whenever possible.
- 5.4.4 The first overarching principle is to retain the general profile of light industrial trip generation (ie morning into early afternoon) albeit with some shift to spreading the

demand throughout the working day to include later afternoon and early evening (see paragraph 6.2.2).

- 5.4.5 Secondly, activity for the office and retail uses should be modified so that there is a shift from activity throughout the day to a more afternoon/evening focus. This is believed to be achievable given nature of goods likely to be transported to the site (see paragraph 6.2.1).
- 5.4.6 The precise mechanism for booking system is to be developed as occupiers for the site are known and their requirements better understood.

5.5 Routing for HGVs

- 5.5.1 Based on existing survey data it was established that a small number of HGVs currently enter the site; comprising 5% of all traffic between 6am-8pm. The majority of vehicles servicing light-industrial uses are LGVs. It is expected that this is unlikely to change in the new development.
- 5.5.2 Figure 5.2 shows the proposed route between the site and Transport for London Road Network (TLRN), which considers road hierarchy, residential area and areas with high pedestrian and cyclist levels, in order to minimise the impact of HGVs as much as possible.

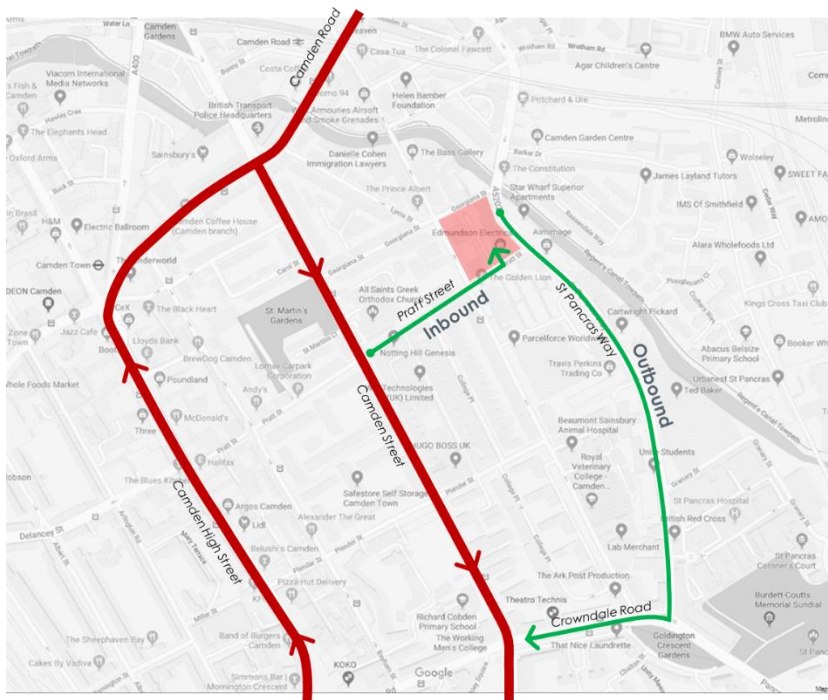


Figure 5.2 HGV route to TLRN

- 5.5.3 TLRN runs nearby on Camden Street (southbound) and Camden High Street (northbound). Connections to Euston Road corridor and NE-wards Holloway.
- 5.5.4 Inbound route from the TLRN is from Camden Street and Pratt Street. No change from existing activity.
- 5.5.5 Outbound route to the TLRN is south onto St Pancras Way and then Crowndale Road west towards Camden High Street or east towards St Pancras. St Pancras Way is an appropriate route given existing mixed industrial/commercial uses and represents no change from existing activity.

5.6 Vehicle Type and Vehicle Control Measures

- 5.6.1 The new development provides an opportunity to ensure that vehicles servicing different land uses are more sustainable and safe. This will be achieved through appointing suppliers who meet specific standards and ensure:
- All vehicles are zero or low emission and all HGVs are Direct Vision
 - Vehicles with engines rated to Euro VI as a minimum and are quiet
 - Fleet Operator Recognition Scheme (FORS) or similar accreditation
- 5.6.2 Promoting the use of cargo-bikes for smaller deliveries will be encouraged, in line with the objective that the number and size of vehicles used is appropriate for the amount of transported goods.

5.7 Freight Consolidation

- 5.7.1 Camden Council operates a Consolidation Centre for its corporate estates. Whilst not appropriate for a private-sector development such as this, the principle of a single off-site receiving point for separate deliveries should be explored.
- 5.7.2 Alternative consolidation could be achieved by working with local organisations supporting businesses, such as Camden Town Unlimited, who already support a number of initiatives, such as deliverBEST <https://deliverbest.london/>.
- 5.7.3 As highlighted in Section 5.6.2, the use of cargo bikes will be encouraged. This can be promoted as a part of 'micro-consolidation' for last mile deliveries.

5.8 Managing Deliveries

Site specific servicing information

- 5.8.1 Delivery and service providers will be sent site specific information such as the location of the servicing area, local access routes and the time deliveries are permitted. This will also include positions which are suitable for loading/unloading within the basement and any possible restrictions that are in place.
- 5.8.2 Welcome packs will be provided to local residents upon occupation of the property, so that they are aware of delivery and servicing arrangements including any restrictions.

Booking System

- 5.8.3 The development will implement a Delivery Booking System which ensures all deliveries/collections are pre-booked and approved and will liaise with the site management team to ensure there is no conflict with other deliveries.
- 5.8.4 Linked to this is the imperative for deliveries to be made outside of peak times wherever possible – thus spreading demand from the current morning peak across the whole working day.

Drop-Off Facilities

- 5.8.5 The London Freight Plan states that first-time delivery efficiency to premises should be encouraged using agreed delivery points and by site management personnel.

Accommodating Special Deliveries

- 5.8.6 Special deliveries to the site which are not routine/daily servicing requirements of the development will need to be booked in, with a delivery time and duration of stay agreed with the site management and development's management prior to arriving ideally outside peak hours. This is to minimise the impact upon the daily servicing routine.

Supply Chain Operations

- 5.8.7 When undergoing any procurement process for external goods and services, it is essential that the DSP management team can demonstrate an awareness of all the vehicle activity taking place at the site. The team will also need to identify the servicing impacts and create initiatives to reduce these.
- 5.8.8 The management team will also need to consider and review how to reduce or consolidate deliveries for example by larger deliveries, as well as co-ordinating deliveries.
- 5.8.9 Operating a centralised ordering system, managed and overseen by a member of staff can reduce the chances of multiple suppliers being used for the same products or several orders all coming from the same company. This can help to reduce the number of trips needed and can also offer cost benefits as invoicing and processing costs are reduced.

Working with Suppliers

- 5.8.10 The implementation of a Delivery Booking System (see 5.8.3) will require close(r) working relationships to be established with existing and new suppliers. In particular this relates to promoting and agreeing with them the use of off-peak (ie non-AM) deliveries, ideally later in the afternoon and early evening.
- 5.8.11 Supplier relationships should also be shared between multiple units and uses so that opportunities for consolidated deliveries can be more easily identified and reductions in vehicles accessing the site achieved.
- 5.8.12 Finally, irrespective of wider policy measures (eg ULEZ) suppliers should be encouraged to use electric/low emissions vehicles to minimise emissions to/from/within the site.

Communication of Delivery Procedures

- 5.8.13 Once the development is occupied and in use the delivery and procedures in operation for the building will be communicated to the commercial occupiers.
- 5.8.14 All suppliers will be advised to use recommended delivery modes such as smaller or electric vehicles and encouraged to improve operations such as switching off engines when making deliveries.

Staff Training Requirements and Responsibilities

- 5.8.15 The site management team will ensure that all staff on-site (light industrial, retail and office uses) are aware of the delivery and servicing procedures and protocol, where necessary.

Waste

- 5.8.16 Waste removal will be coordinated among the development's and nearby occupiers.
- 5.8.17 Waste bins will be pre-positioned for collection, and, if required, appropriate mechanical handling equipment ready for large deliveries. This will help to reduce and minimise the time servicing vehicle needs to spend on site. This could include the use of waste compactors to compress rubbish reducing the physical space it takes up, meaning it needs to be disposed of less frequently.

Other Control Measures

- 5.8.19 Due to presence of light industrial uses, arrangements will be made so that the same vehicles making deliveries are reloaded with items to be delivered from the site, resulting in reduction of vehicles entering the site.

5.9 Specific Considerations According to Land Use

Office Development

- 5.9.1 In order to reduce the impact even further, the staff will be instructed that personal deliveries are prohibited. Instead click and collect services will be offered to the employees. Employees will also be made aware of Camden's Click and Collect website <https://camdentown.clickcollect.london/> , which is a project established by Cross River Partnership and Camden Town Unlimited to help shoppers redirect their parcels.

General Retail

- 5.9.2 Where retail units are part of a wider chain, there are opportunities for in-house consolidation of goods transported to the site to reduce the number of deliveries whilst the volume of goods is the same.
- 5.9.3 Empty or partially empty vehicles leaving the site should be loaded with outgoing waste and/or customer returns in order to further optimise freight efficiency and minimise vehicle flows.
- 5.9.3 As outlined in para 5.8.4, out-of-hours deliveries should be used to spread delivery demand which is particularly appropriate for retail uses.

Food and Drink Retail

- 5.9.4 Similar measures as applied to general retail will be applicable to food and drink retail. However, at the time of planning submission, the final mix of A1/A3 uses and actual operators is not known.
- 5.9.5 Additionally, if food and drink is a chain with multiple locations in proximity of the development, this could bring benefits connected to large procurement network and reduce the impact on transport network within the area. Multiple units within the local area could be serviced using the same vehicles.

6 Predicted Movements with Management Measures

6.1 Introduction

- 6.1.1 Section 3.6 outlined the predicted delivery and servicing movements generated by the proposed development, without any specific management measures in place.
- 6.1.2 A range of measures and initiatives were proposed in the previous chapter to manage goods vehicle activity within the site and to mitigate any potential problems. Key management measures are to:
- Spread servicing demand throughout the day;
 - Manage number of vehicles in the servicing street; and
 - Ensure rapid turnover of spaces.

6.2 Management Measures

- 6.2.1 The retained light industrial use is AM-heavy in terms of its likely trip generation and then reduces quickly during the afternoon and into the early evening. To avoid unnecessary pressure in the servicing street in the busy morning period there is a clear opportunity to shift delivery times, both for light industrial uses and also office/retail uses.
- 6.2.2 In light of the above, the first management measure is for 50% of office and retail AM trip gen (06:00-13:00) is moved to the period (13:00-20:00).
- 6.2.3 The second management measures is for 20% of light industrial AM trip gen (06:00-13:00) is moved to the period (13:00-20:00).
- 6.2.4 Revised inbound/outbound flows and hourly accumulation is shown below in Table 6.1.

Hour Starting	In	Out	Accumulation
6	7	4	2
7	6	4	4
8	6	6	4
9	5	5	4
10	7	7	4
11	6	6	4
12	6	6	4
13	6	6	4
14	8	8	4
15	9	10	4
16	9	11	1
17	8	9	0
18	6	6	0
19	6	6	0
Total	92	92	Max = 4

Table 6.1 Combined goods vehicle accumulation with management measures

- 6.2.5 Reduction in maximum accumulation to 4.1 vehicles at any one time. More consistent spread across the day although a noticeable drop still occurs after 16:00 despite measures to spread demand, particularly for office and retail. This indicates that further AM/early PM pressure could be spread if needed.
- 6.2.6 Maximum inbound flow is 9 vehicles (13:00-14:00). Spread across 4 marked bays gives a maximum average duration of between 25-30 minutes per vehicle. Booking system

should be implemented for the bays – particularly for arrivals that are known to take more than a few minutes.

- 6.2.7 Whilst not considered in the above analysis, rapid high-turnover activity (quick drop-off, pick-up of goods lasting no more than a minute or two) could take place from the 'running lane' in the servicing street. Whilst strictly not desirable in terms of ensuring consistent, free movement at all times, occasional activity such as this would not cause undue operational problems at the estimated peak arrival flow of c.8 vehicles per hour.
- 6.2.8 On the basis that several reasonable and achievable management measures are put in place, the servicing street will operate within capacity with no overspill impacts arising from goods vehicle activity. Customer parking related to the industrial units is considered below.

7 Monitoring and Review

7.1 Introduction

- 7.1.1 For a DSP to be deemed successful it will need to be monitored and reviewed to ensure that the objectives set out in Chapter 4 are being met and to identify any outstanding issues with deliveries and servicing so that they can be rectified promptly.

7.2 Responsibility

- 7.2.1 It is proposed that the DSP sits alongside the site's Travel Plan, with the Travel Plan Co-Ordinator (TPC) being responsible for the overall management and implementation of the DSP as a strategy document.
- 7.2.2 It is proposed that the person responsible for day to day management of deliveries and servicing will report to the site management team who will have overall responsibility for delivering the DSP.
- 7.2.3 A survey will be undertaken once the development is occupied to monitor the deliveries and servicing movements in and out of the site. These delivery surveys will be undertaken at the same time as the travel surveys with the implementation of the Travel Plan, if timescales allow.
- 7.2.4 Surveys will be regularly undertaken, in years 1, 3 and 5 post-completion of the development to monitor delivery and servicing movements in and out of the site.

7.3 Review

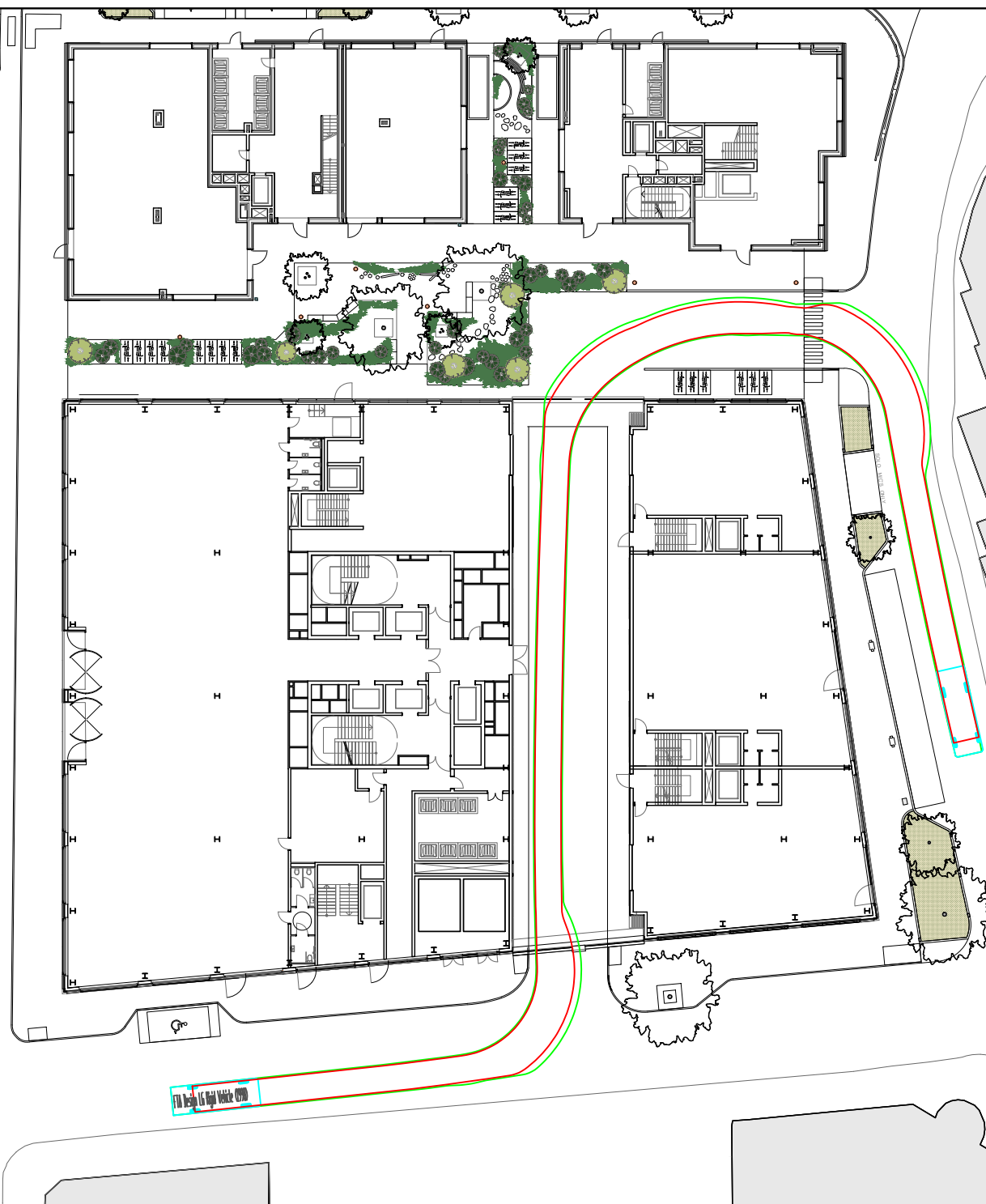
- 7.3.1 The DSP monitoring survey results will be reported to LBC for their review.
- 7.3.2 Additionally, the monitoring process provides an opportunity for the delivery and servicing systems to be reviewed against the objectives set out in Chapter 4 and where necessary new measures implemented.

Document Control

Version	Date	Author	Reviewer(s)	Comments
1.0	10/06/2019	PB		Draft structure
1.1	17/06/2019	PB		Draft content
1.2	24/06/2019	PB		Additional content
1.3	01/07/2019	PB		Advanced draft
1.4	09/07/2019	PB	SA	'First draft' review
1.5	16/07/2019	PB	SA, JE	'Second draft' review
1.6	06/08/2019	PB	SA, JE	Issued

Appendix A

Goods vehicle tracking



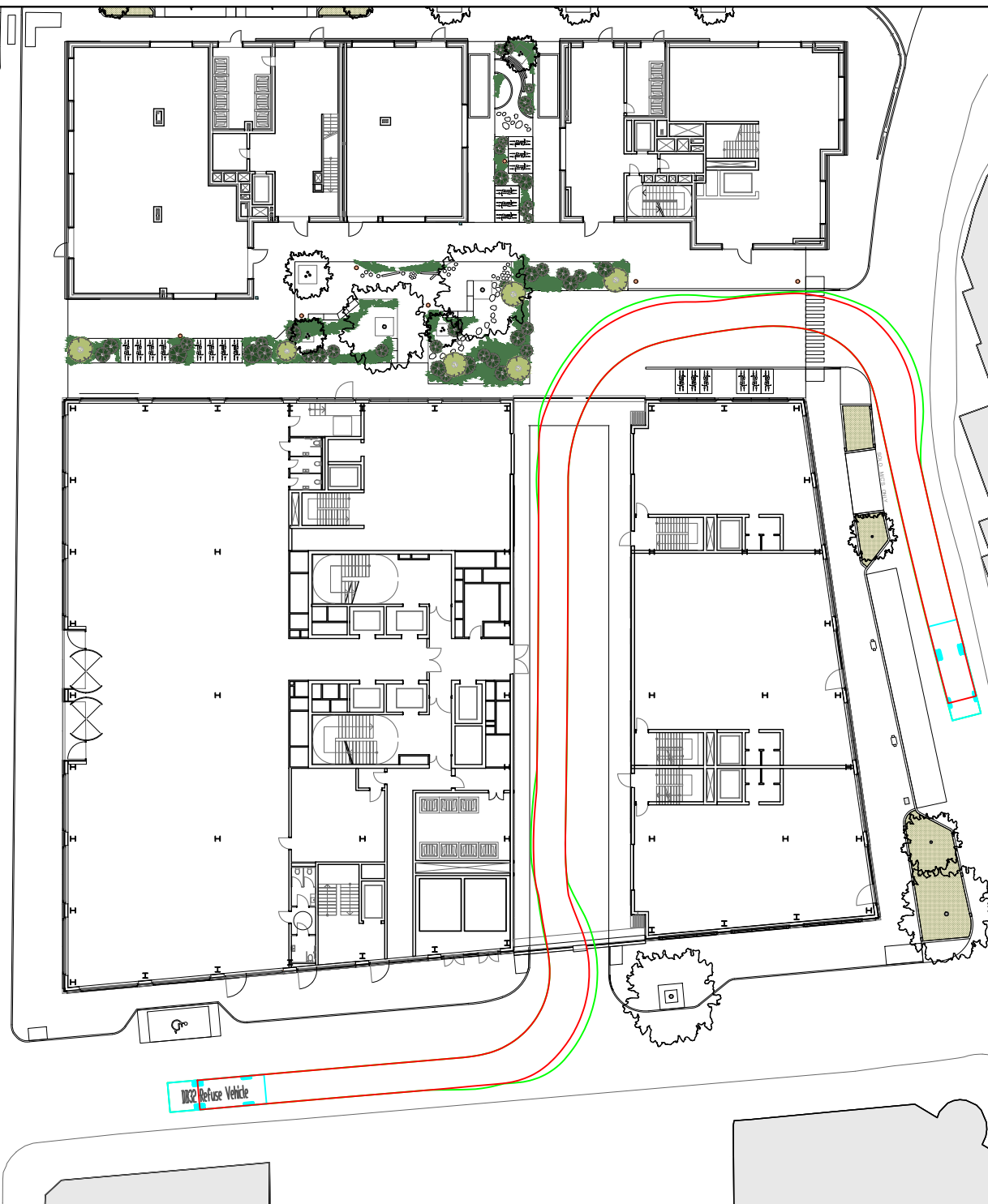
St Pancras Commercial Centre

Light Goods Vehicle Tracking (7.2m)

Date: 18 July 2019
Version: v1.1
Scale: 1:500 @ A4
Author: Pola Berent
Reviewer: Simon Adams

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urban
flow



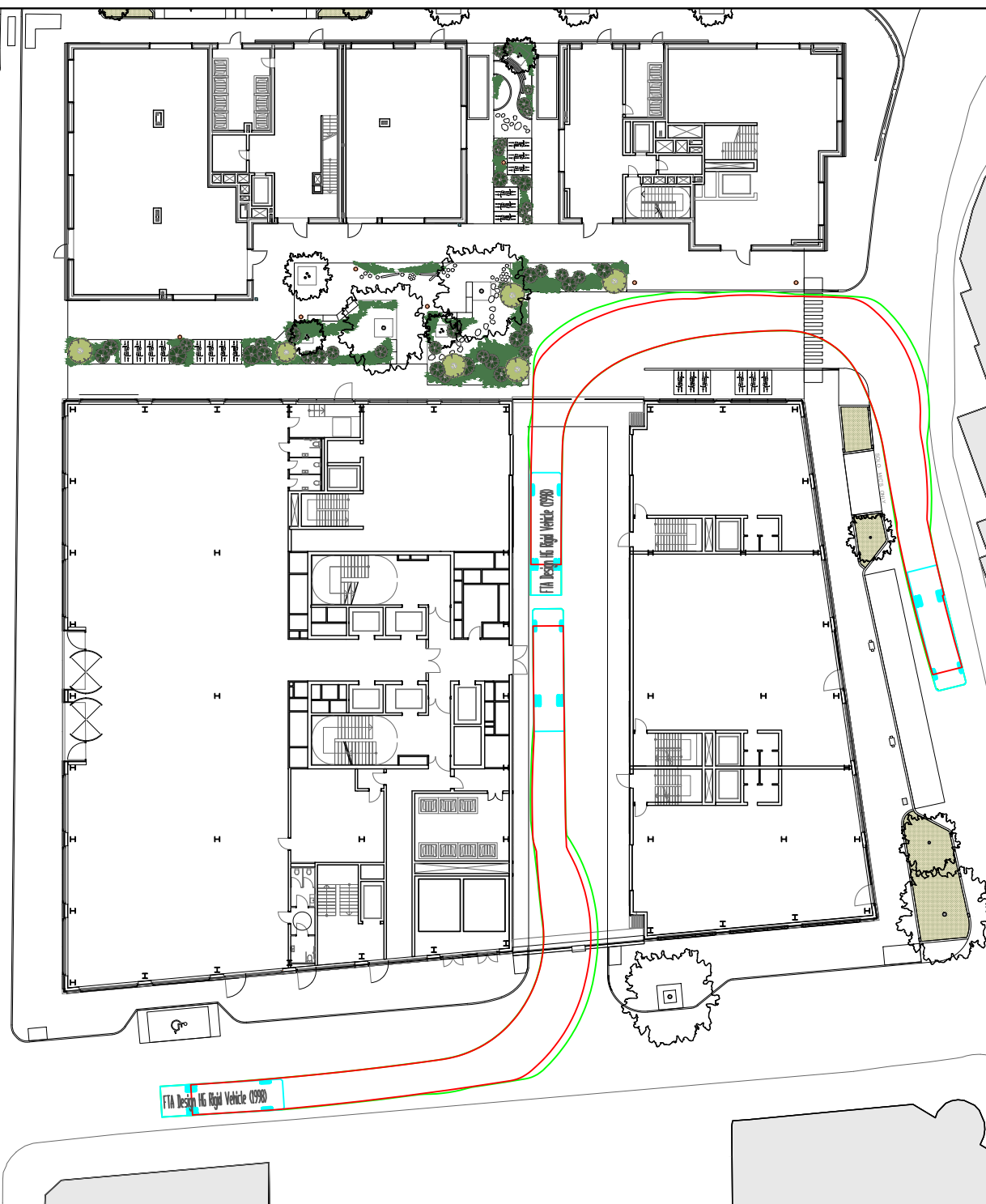
St Pancras Commercial Centre

Refuse Vehicle Tracking (7.9m)

Date: 18 July 2019
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Scale: 1:500 @ A4
Author: Pola Berent
Reviewer: Simon Adams

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St Pancras Commercial Centre

Heavy Goods Vehicle Tracking (10m)

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Version: v1.1
Scale: 1:500 @ A4
Author: Pola Berent
Reviewer: Simon Adams

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