
PATIENT TRANSPORT SERVICE IMPACT PLAN

UCLH PHASE 5

116338

REVISION 1.0

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SWECO UK LIMITED

Change List

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Table of Contents

1	Introduction	2
1.1	Background	3
1.2	Report Structure	4
2	Approved PTS Strategy Overview	5
2.1	Introduction	5
2.2	Approved PTS Management Plan Overview	5
3	Committed Developments	7
3.1	Introduction	7
3.2	UCLH Phase 5	7
3.3	UCLH Phase 4	7
3.4	UCLH Emergency Department Extension	7
3.5	West End Project	7
3.6	High Speed 2	8
4	Existing PTS Operation	9
4.1	Introduction	9
4.2	Existing PTS Operation	9
5	Revised Patient Transport Service Strategy and Impacts	11
5.1	Introduction	11
5.2	Programme	11
5.3	Revised PTS Strategy and Impacts	11
6	Summary and Conclusion	13

1 Introduction

Sweco has been commissioned by University College London Hospital (UCLH) to produce the “*Patient Transport Service Impact Plan*” to close out the related planning conditions contained within the S106 agreement for the ‘*Former Royal Ear Hospital and Former Student Union Building Capper Street / Huntley Street, London WC1E 6AP*’, dated 20 January 2016, Planning Reference 2015/1281/P.

The S106 states:

2.35: *Patient Transport Service Impact Plan* “a plan to be prepared by the Owner for submission by the Owner to the Council for approval by the Council demonstrating the effective management of the Patient Transport Service at and in the vicinity of the Development and the UCLH Estate such plan to include those matters as set out at the Tenth Schedule annexed hereto (or as otherwise agreed in writing by the Council)”

The Tenth Schedule:

Pursuant to Clause 2.35 (*Patient Transport Service Impact Plan*) such assessment to include:

(a) the current impact on the surrounding environment and highway network of the Patient Transport Service arising from all land and buildings within the ownership (including freehold and leasehold) and within the control of the Owner in the ward of Bloomsbury; and

(b) the future impact on the surrounding environment and highway network of the Patient Transport Service arising from all land and buildings within the ownership (including freehold and leasehold) and within the control of the First Freeholder in the ward of Bloomsbury which shall include all partially-completed, phased and planned development schemes AND FOR THE AVOIDANCE OF DOUBT shall include (but not be restricted to) the following:

(i) the scheme known as “Phase IV at the Former Odeon and Rosenheim Building” (Ref 2013/8192/P);

(ii) UCLH Emergency Department Expansion: Ref 2013/2824/P

(iii) UCL Data Centre Relocation: Ref 2014/7526/P

(c) details of how the Owner will ensure that there is the least possible minimal impact on the surrounding environment and highway network arising from of the impact of the Patient Transport Service including the terms of any contracts entered into by the Owner or its authorised person.

(d) measures to minimise (as far as practicable) parking and dwell time of the Patient Transport Service related to the UCLH Trust Estate on the surrounding environment and highway network.

(e) where the proposed Patient Transport Service Impact Plan does not accord with the assumptions, presumptions and evidence provided in the transport assessment entitled “Patient Transport Service Impact Management Plan” submitted as part of the Planning Application to provide a reasoned justification for any deviation from the approved transport strategy.

(f) Any other reasonable measures as considered necessary by the Council.

2 (13)

UCLH PHASE 5
25 FEB 2019

REVISION 1.0

4.13.1 On or prior to the Occupation Date to:-

- (a) submit to the Council the draft Patient Transport Service Impact Plan for approval; and
- (b) pay to the Council the Patient Transport Service Impact Plan Monitoring Contribution

4.13.2 Not to Occupy or permit Occupation of any part of the Development until such time as:

- (a) the Council has approved the Patient Transport Service Impact Plan as demonstrated by written notice to that effect; and
- (b) the Council has received the Patient Transport Service Impact Plan Monitoring Contribution in full.

4.13.3 The Owner acknowledges and agrees that the Council will not approve the Patient Transport Service Impact Plan unless the Owner demonstrates to the Council's reasonable satisfaction that the Patient Transport Service Impact Plan can be carried out safely and with minimal possible impact on and disturbance to the surrounding environment and highway network.

4.13.4 Prior to any disposal or loss of control of the Gray's Inn Road Site by the Owner To submit to the Council for approval a revised draft Patient Transport Service Impact Plan such draft to take into account any impact on the surrounding environment and highway network arising from the disposal or loss of control by the Owner of the Gray's Inn Road Site and to include measures to ensure that any adverse impact on the surrounding environment and the highway network shall (as far as practicable) be ameliorated.

4.13.5 The Owner covenants with the Council that after the Occupation Date the Owner shall not Occupy or permit Occupation of any part of the Development at any time when the Development is not being managed in strict accordance with the Patient Transport Service Impact Plan as approved by the Council from time to time and shall not Occupy or permit Occupation of the Development otherwise than in strict accordance with the requirements of the Patient Transport Service Impact Plan.

1.1 Background

The Patient Transport Service (PTS) is a free to use non-emergency service in which patients with mobility issues are transported between their home and the hospital for the attendance of medical appointments. It operates 24 hours a day, 7 days a week. PTS vehicles are exempt from parking regulations when picking up or dropping off patients.

Since the submission of the approved "Strategy for Patient Transport Services, March 2015", UCLH have terminated all PTS vehicle lease contracts and outsourced the entire PTS operation to G4S under a new contract agreement which commenced in July 2016.

This PTS vehicle contract removes the right for PTS vehicles to be parked on UCLH premises. Therefore, the vacation of the Eastman Dental Hospital (EDH) and Royal National Throat Nose and Ear Hospital (RNTNEH) will have no impact on the current PTS operation, as these sites are currently not being used to store PTS vehicles at any time. In addition, the 12 separate UCLH fleet vehicles which were identified in the approved strategy to park at these premises, are no longer in use.

This Patient Transport Service Impact Plan includes the same pick up and drop off strategy for the PTS contractor fleet, as identified in the approved strategy. This report also outlines the strategy for managing parking and waiting of PTS vehicles around the UCLH campus.

1.2 Report Structure

This report is structured as follows:

Chapter 2: Contains an overview of the approved '*Strategy for Patient Transport Services*'.

Chapter 3: Describes the committed developments in the local area and how they will impact PTS provision.

Chapter 4: Explains the existing PTS operation.

Chapter 5: Sets out the revised PTS strategy and impacts.

Chapter 6: Provides as summary and conclusions.

2 Approved PTS Strategy Overview

2.1 Introduction

This section provides an overview of the approved “*Strategy for Patient Transport Services, March 2015*”, submitted as part of the UCLH Phase 5 planning application. The approved strategy outlined the approach for managing parking and waiting of PTS vehicles throughout the UCLH campus.

The approved strategy was planned to commence following redevelopment of the old student union building (i.e. when UCLH Phase 5 was complete).

2.2 Approved PTS Management Plan Overview

At the time of writing the approved strategy, UCLH shared their fleet of PTS vehicles with a number of contractor companies. Their fleet comprised of 80 contractor vehicles and 12 UCLH fleet vehicles. The approved strategy for all PTS vehicles was the same, apart from permitting the 12 UCLH fleet vehicles to park within UCLH premises during the day and night.

The approved strategy involved two phases for the relocation of the fleet and contractor base following the redevelopment of the old Student Union Building at Huntley Street (where the PTS control centre was based). The phases were as follows:

Approved Phase 1 Strategy

The approved strategy was based around the introduction of a new exclusion zone bordered by Fitzroy St to the west, Torrington Place to the south, Gower St to the east and Euston Rd to the north. Drivers of PTS vehicles would be fully aware that they must not park on street within the new exclusion zone proposed as part of the approved strategy.

In addition, the first phase included moving the control centre and fleet base to the RNTEH to remove the need for PTS vehicles to park at the Old Student Union Building and on surrounding roads while the vehicles are not in use.

The approved Phase 1 strategy for PTS vehicles to access the UCLH campus (within the exclusion zone) was as follows:

- If any of the 12 UCLH fleet vehicles require to wait less than 30 minutes between pick ups and drop offs, then they would be permitted to wait on site using one of 4 ground floor spaces at 250 Euston Road. If any of the 12 UCLH fleet vehicles require to wait more than 30 minutes between pick ups and drop offs, then they could wait on site at the RNTNEH using the 5 spaces available. In addition, any of the 12 UCLH fleet vehicles could park overnight at the RNTNEH or at 250 Euston Road.
- If any of the 80 contractor vehicles require to wait less than 30 minutes between pick ups and drop offs, they could temporarily wait on Drummond Street / Longford Street and loop back to the UCLH Estate for pick ups. If any of the 80 contractor vehicles require to wait more than 30 minutes between pick ups and drop offs, they

5 (13)

can wait on Wicklow Street (where 13 single yellow line spaces are available), or use the 2 ambulance spaces on Swindon Street, or the 2 ambulance spaces on Gray's Inn Road.

Approved Phase 2 Strategy

Phase 2 was to be implemented following the planned vacation of the RNTNEH by UCLH in 2019. Following the vacation of the RNTNEH, the approved strategy for the 80 contractor vehicles was the same as in Phase 1. However, the approved strategy for the 12 UCLH fleet vehicles would change, as the RNTNEH would no longer accommodate PTS vehicles once it was vacated.

Following the vacation of the RNTNEH, if any of the 12 UCLH fleet vehicles require to wait less than 30 minutes between pick ups and drop offs, they could continue to use the 4 ground floor spaces at 250 Euston Road. If more than a 30 minute wait, they could wait on site at the EDH using the 6 spaces available. They could also park at the EDH overnight.

The EDH was planned be vacated by UCLH in 2020's. Following that, the plan was for a clause or covenant to be written into any contract/land deal at the EDH saying the new owner had to provide sufficient space for PTS parking as part of their scheme.

3 Committed Developments

3.1 Introduction

This section provides an overview of the local committed developments in the area and how they impact PTS parking.

3.2 UCLH Phase 5

The planned new specialist head and neck facility (UCLH Phase 5), is currently being constructed on the corner of Huntley Street and Capper Street. It is planned to open in August 2019. As identified in the approved Transport Statement, the provision of 2 new dedicated PTS bays are proposed outside Phase 5 on Huntley Street, which is considered sufficient to support the scheme. No PTS vehicle will be able to pick up or drop off on Shropshire Place, which is a dedicated servicing route for the Phase 5.

3.3 UCLH Phase 4

Approval was granted in September 2014 at the former Odeon site and Rosenheim Building for the creation of the new Proton Beam Therapy cancer treatment facility, including 165 bed inpatient facility, located off Grafton Way.

The Phase 4 Transport Assessment identified that all PTS parking will occur within the property boundary. The Phase 4 development proposals therefore include sufficient space within the dedicated drop-off facility to accommodate at least 4 PTS vehicles, arranged in parallel fashion and supported by a continuous 1.2m hatching on the passenger side to facilitate ease of access.

With this strategy in place, it is expected that there would be no overspill of Phase 4 PTS parking onto local roads, as stated in the approved Phase 4 Transport Assessment.

3.4 UCLH Emergency Department Extension

An extension at UCLH's emergency department has recently been completed, which involved the infilling of the emergency ambulance set down area. As such, a new blue light emergency route has recently been constructed off Beaumont Place to support ambulances. The extension of the new Emergency Department does not affect PTS parking availability.

3.5 West End Project

LB Camden are currently undertaking highway and public realm improvement works around the UCLH Estate under what is known as the 'West End Project'. Vehicle circulation and parking provision in the area surrounding the UCLH Estate is to change as part of the plans, which are particularly pertinent to the Phase 5 development as Huntley Street is included in the remit. The changes are:

- Tottenham Court Road will become two-way but with restricted access on certain sections to just buses, taxis and bicycles.
- For Gower Street, two-way working is to be introduced throughout and the Euston Road slip contraflow bus lane will become an all traffic route.
- Huntley Street would remain one way southbound. Footways on Huntley Street's western footway, north of University Street, would be widened whilst retaining sufficient carriageway width for one-way traffic.
- Grafton Way would remain one-way westbound.
- Capper St will be closed at the junction with Tottenham Court Road to become a 'Pocket Park'.
- Shropshire Place is proposed to become a shared surface for pedestrians, linking Shropshire Place with Tottenham Court Road via Queen's Yard.
- Chenies Mews is proposed to have a new one way southbound vehicle entrance permitted from Huntley Street, whilst two way access will continue to be permitted via Torrington Place (via the south of Chenies Mews).

The West End Project proposals will not impact the operation of PTS vehicles other than altering the route PTS vehicles would take around the campus. As Tottenham Court Road will become bus only, it would no longer be used as a PTS vehicle route. Instead, Gower Street would likely be used as the main access route to the campus, as it will become 2-way for general traffic. The West End Project proposals do not remove any existing PTS parking provision.

3.6 High Speed 2

Euston station is identified as the terminal station for the proposed High Speed 2 route between London and Birmingham, with ongoing connections to Manchester and Leeds. Changes to some of the streets around the station are proposed including alterations to Cardington St. However, at this stage, the proposals are not likely to affect this PTS strategy.

4 Existing PTS Operation

4.1 Introduction

This section describes the existing PTS operation at UCLH (as of February 2019).

4.2 Existing PTS Operation

Since the submission of the approved “*Strategy for Patient Transport Services, March 2015*”, UCLH have made a number of changes to the PTS service. In July 2016, UCLH terminated all PTS vehicle lease contracts and outsourced the entire PTS operation to G4S. Therefore G4S have been operating the Patient Transport Service for approximately 3 years. The contract between UCLH and G4S setting out the requirements of the PTS operation, expires in 2023. The following PTS operation occurs:

- The current contract is for G4S to operate and manage PTS vehicle activity 24/7, 365 days a year.
- The PTS operation requires a control centre for live journey information to be remotely sent to the drivers. The current control centre for PTS operation is at the Macmillan Cancer Centre (Mortimer Market).
- No PTS vehicles are kept on UCLH property either during the day (unless dropping off / picking up a patient), or at night (as specified in the contract). This includes the RNTNEH, EDH and 250 Euston Road.
- The main operation runs between 8am and 8pm daily, with fewer patient pick ups and drop offs occurring outside these hours. The typical peak operation time is between 10am and 2pm daily.
- There are 80 PTS vehicles in operation. This is a reduction of 12 UCLH fleet vehicles from the approved strategy.
- Approximately 12 PTS vehicles are on the UCLH estate at any one time.
- There are staggered driver shifts throughout the day, with approximately 50% of change overs occurring at a number of locations around the UCLH estate. Only approximately 25% of these occur at or around the Macmillan Cancer Centre during the working day. The remaining 50% of change overs occur away from the UCLH estate.
- Staff driver change overs typically last 15 minutes. However, this is sometimes exceeded as occasionally drivers discuss various issues with management based at the control centre in the Macmillan Cancer Centre. G4S and UCLH are aware a number of PTS vehicles have been ticketed in proximity of Mortimer Market.
- Patient drop offs and pick ups typically last between 15 minutes and 45 minutes, depending on the type of disability the patient has and whether the patient requires a stretcher.

- The average period of time between patient transfers is 15 to 20 minutes. Between drop-off and pick up, vehicles currently park in designated bays around the campus.
- PTS vehicles are exempt from local parking restrictions when picking up or dropping off patients. Therefore drivers are told not to park on restricted street sections during the day and to obey local parking / loading restrictions.
- Drivers are told not to park on restricted road sections overnight, as such instances can cause an obstruction and the vehicles could be vandalised. Therefore the majority of PTS vehicles not in operation during the evening are driven to the driver's residential address. In addition, G4S have a compound in Elstree which is used by some PTS drivers.

5 Revised Patient Transport Service Strategy and Impacts

5.1 Introduction

This section sets out the revised PTS strategy and identifies the impacts.

5.2 Programme

The latest programme for the redevelopment of UCLH property is as follows:

- August 2019 - UCLH Phase 5 is planned to open (2 PTS spaces provided on Huntley Street);
- August 2019 to October 2019 – Transfer of hospital facilities from the EDH to UCLH Phase 5. Following the transfer of facilities from the EDH, the EDH is set to be closed to UCLH operation.
- October 2019 – November 2019 - Transfer of outpatient hospital facilities from the RNTNEH to UCLH Phase 5.
- March 2020 – UCLH Phase 4 opens (4 new PTS spaces provided on site);
- August 2020 – the lease expires at the RNTNEH;

Therefore the revised PTS strategy focuses on the revised programme above.

5.3 Revised PTS Strategy and Impacts

The revised PTS strategy is similar to the approved strategy submitted as part of the UCLH Phase 5 application. However, the changes to the wider redevelopment programme and contractual agreements have led to some necessary changes.

The existing PTS vehicle contract removes the right for PTS vehicles to be parked on UCLH premises. As such, the loss of the EDH and RNTNEH will have no impact on the current PTS operation, as these sites are currently not being used to store PTS vehicles at any time (and have not been for the past 3 years). Therefore the revised strategy no longer requires a phased approach, as the phased changes identified in the approved strategy only applied to the on-site 12 UCLH fleet vehicles, which are no longer in operation.

The first stage will be to temporarily move the control centre and fleet base from the Macmillan Cancer Centre to the RNTNEH. This removes the need for PTS vehicles to park in and around Mortimer Market / Macmillan Cancer Centre and on surrounding roads for longer than necessary while the vehicles are not in use. This is likely to be undertaken in September 2019.

Following this, the same exclusion zone as identified in the approved “*Strategy for Patient Transport Services, March 2015*” will be implemented. Drivers of PTS vehicles would be fully aware that they must not park for longer than necessary on street within the exclusion

zone proposed as part of this strategy and only stop within the zone to pick up and drop off passengers. Drivers will also be made aware that PTS vehicles must not be parked on any restricted section of Local Authority roads unless picking up or dropping off a passenger. Furthermore, drivers will be made aware that they must be parked overnight at an appropriate location, not within the exclusion zone, nor on any restricted section of road within LB Camden.

PTS drivers who have less than 30 minutes between pick up and drop offs, would need to temporarily wait on approved road sections outside the exclusion zone. Such sections were identified in the approved strategy as being Drummond Street / Longford Street where PTS vehicles can loop back to the UCLH Estate for pick-ups.

PTS drivers who have more than 30 minutes between patient pick-ups or drop offs would wait at approved locations around the RNTNEH including Wicklow Street (13 single yellow line spaces), Swindon Street (2 ambulance bays) and Gray's Inn Road (2 ambulance spaces).

By December 2019, G4S will need to have moved the control centre from the RNTNEH to an alternative location outside the exclusion zone to allow the transition of facilities from RNTNEH to UCLH Phase 5 to occur. The location of the control centre does not determine where PTS vehicles would need to park, as the provision of booking information to drivers is undertaken remotely. Conversations with management can also take place remotely. The location for the control centre does not need to be on UCLH property. Therefore it would be the role of G4S to determine a suitable location for a new control centre by December 2019.

The closure of the EDH by December 2019 will have no impact on current PTS operations, as G4S do not currently store vehicles at that site, nor will they need to in future. Therefore, contrary to what was stated in the approved PTS management plan, no clause or covenant will need to be written into the EDH land deal to provide space for any PTS vehicle.

The revised strategy as set out above would continue following the closure of the RNTNEH in August 2020. The anticipated change as a result of this strategy should be less PTS parking on streets within and immediately surrounding the UCLH campus. There are electronic means of monitoring compliance of this exclusion zone, if necessary.

This strategy would be effective by providing clear instruction and alternatives for the UCLH fleet and by having the above terms drafted into the contract to secure the requirement of this plan.

This revised strategy is planned to be implemented imminently so it is in place well before UCLH Phase 5 opens. **Figure 1** shows the routes that will be taken by the vehicles between the UCLH campus and the RNTNEH. **Figure 1** also shows distances and journey times.

6 Summary and Conclusion

This Patient Transport Service Impact Plan proposes the same drop off and pick up approach as identified for the 80 contractor vehicles in the approved *'Patient Transport Service Impact Plan, March 2015'*. In July 2016, UCLH terminated all PTS vehicle lease contracts and outsourced this operation to G4S.

The existing PTS vehicle contract removes the right for PTS vehicles to be parked on UCLH premises overnight. PTS vehicles are driven home by the majority of drivers at the end of the working day. Therefore, the vacation of the EDH and RNTNEH will have no impact on the current PTS operation, as these sites are currently not being used to store PTS vehicles at any time. In addition, the 12 UCLH fleet vehicles which were identified in the previous strategy to park at these premises, are no longer in use.

The revised strategy identifies the same exclusion zone as the approved strategy. PTS drivers will not be able to park within the exclusion zone for longer than necessary while not picking up or dropping off patients. In addition, the same areas have been identified for vehicle waiting, outside the exclusion zone.

The exclusion zone would be effective by providing clear instruction and alternatives for the UCLH fleet and by having terms written into the contractor's contracts. There are electronic means of monitoring compliance of this exclusion zone by UCLH already built into all vehicles, if necessary.

The introduction of UCLH Phase 4 and Phase 5 provides 6 new PTS spaces which are not currently available. The West End Project proposals do not reduce the amount of PTS provision within the UCLH Estate.

To conclude, the anticipated change as a result of this strategy should be less parking on streets within and immediately surrounding the UCLH Estate. The impact of on-street PTS activity is expected to be the same as in the approved strategy.