# Oriel

## Delivery and Servicing Plan

**October 2020**

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Oriel
Creating the centre for advancing eye health

Moorfields Eye Hospital NHS Foundation Trust

NHS

Moorfields Eye Charity

UCL INSTITUTE OF OPHTHALMOLOGY

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CMS
Law . Tax

# Oriel
# Delivery and Servicing Plan

Prepared for:

Moorfields Eye Hospital NHS Foundation Trust
UCL Institute of Ophthalmology
Moorfields Eye Charity

Prepared by:

AECOM Limited

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# 1 Introduction

## 1.1 Overview

1.1.1 AECOM has been commissioned by Moorfields Eye Hospital NHS Foundation Trust, on behalf of Oriel[1], to prepare a Delivery and Servicing Plan (DSP) to submit alongside a planning application for a new facility that would allow the existing Moorfields Eye Hospital at City Road (Moorfields at City Road) and University College London (UCL) Institute of Ophthalmology (IoO) services at Bath Street to relocate into a single building at the existing St. Pancras Hospital site (hereafter referred to as the 'Proposed Development').

1.1.2 The Proposed Development will be located between St. Pancras Way and Granary Street, within the north-west part of the existing St. Pancras Hospital site in the London Borough of Camden (LBC) (hereafter referred to as the 'Site').

1.1.3 This DSP has been prepared to present the delivery and servicing strategy during operation of the Proposed Development. The document is intended to be used to support the efficient operation of deliveries and servicing, including waste collection as well as gas and oil deliveries.

1.1.4 The patient drop-off/pick-up bay which is proposed on St. Pancras Way is discussed within the Transport Assessment, which forms a separate report and is submitted with the planning application.

1.1.5 A Framework Travel Plan (FTP) has also been prepared and is submitted with the planning application. The FTP identifies a range of measures to encourage the use of sustainable and active travel modes for trips associated with the Proposed Development.

1.1.6 This section of the document identifies the aims and objectives of the DSP, provides a description of the existing facilities and proposed Site, an overview of the Site location and how the servicing and delivery activity is expected to access the Site and sets out the document structure.

## 1.2 Aim and Objectives

1.2.1 The aim of this DSP is to provide a management strategy to support the delivery and servicing arrangements associated with the Proposed Development.

1.2.2 The objective of the DSP is to minimise the impact of the delivery and servicing vehicle movements on the surrounding highway. This is intended to be achieved through time planning of deliveries and servicing activity including good communication between the Oriel facilities management team, building management suppliers and staff, sustainable procurement practices and consolidation of freight to reduce the number of vehicle trips made to the

[1] Oriel is a joint venture between Moorfields Eye Hospital NHS Foundation Trust, UCL Institute of Ophthalmology and Moorfields Eye Charity.

Site. The DSP promotes the use of sustainable freight modes and greener vehicles, where appropriate.

## 1.3 The Existing Facilities and Proposed Site

### Existing Facilities

1.3.1 The existing site of Moorfields at City Road is located in the London Borough of Islington, and provides comprehensive general and specialist outpatient, diagnostic and surgical services for local people and also those from further afield who require more specialist treatment. It also provides emergency surgery, a 24-hour Accident and Emergency (A&E) dealing exclusively with urgent eye problems, and research and education capability. Services are delivered from the main hospital, a children's centre and private facilities. The nearby facility on Bath Street is home to their research partners at the UCL IoO, which is one of the best places in the world to study ophthalmology[2]. UCL IoO provides cutting-edge research and delivers eye education from world leading experts.

1.3.2 Moorfields at City Road, UCL IoO, Richard Desmond Children's Centre and Moorfields Private Hospital are all located in adjacent but separate buildings. The existing Moorfields at City Road and UCL IoO buildings (hereafter referred to as the 'existing Moorfields at City Road site' ) are no longer considered fit for purpose, and a new facility is considered necessary for the following reasons:

- The existing buildings at City Road are over 100 years old, and are no longer suited to the provision of 21st Century clinical care, research or education;
- The existing infrastructure is becoming increasingly difficult and expensive to maintain;
- The configuration of the existing buildings offers little scope for true integration between the clinical, research and teaching elements of the work carried out on the premises; and
- Intermediate refurbishment works help to improve the environment for patients and staff but are no substitute for purpose-built accommodation.

1.3.3 The Proposed Development involves the construction of a new facility that would combine all Moorfields at City Road and UCL IoO services in a single, bespoke building, located on the existing St Pancras Hospital site, a short distance north of the major transport hub at St Pancras International Station. The planning application seeks approval for the following:

'*Demolition of one and two storey hospital buildings (Ash House, Bloomsbury Day Hospital, the Camley Centre, Jules Thorn Day Hospital, Kitchen Building and the Post Room & Mortuary) and construction of a part seven, part ten storey purpose-built eye care, research and education centre for Moorfields Eye Hospital, the UCL Institute of Ophthalmology and Moorfields Eye Charity.*

[2] https://www.topuniversities.com/university-rankings/world-university-rankings/2020

*New building to comprise a mixture of the following uses: clinical, research and education purposes, including accident and emergency (A&E) department, outpatients, operating theatres, research areas, education space, café and retail areas, facilities management, office space and plant space'*.

### Proposed Site Location

1.3.4 The Site for the Proposed Development forms part of the existing St Pancras Hospital and is bounded by Granary Street to the north and St Pancras Way to the west, with the remainder of the St Pancras Hospital to the south and east.

1.3.5 This Site is considered suitable for the following reasons:

- It is close to the location of existing Moorfields at City Road and UCL IoO facilities, which will make the move easier for existing patients and staff;
- The area is undergoing extensive regeneration, which means that there is land available on which to build;
- The area is a major transport hub, providing easy access from across London and beyond;
- The Site is located within London's Knowledge Quarter[3], which is a consortium of partner organisations made up of over 100 academic, cultural, research, scientific and media organisations. This includes the British Library, Francis Crick Institute, Google, Wellcome Trust, Arts Catalyst, Scriberia and the Wiener Library; and
- Offers a unique opportunity to locate the world class medical and research facility in a growing centre for knowledge and excellence, which itself is set around the major transport hub of St Pancras International Station, Kings Cross Station and Kings Cross St Pancras London Underground Station.

## 1.4 Site and Surroundings

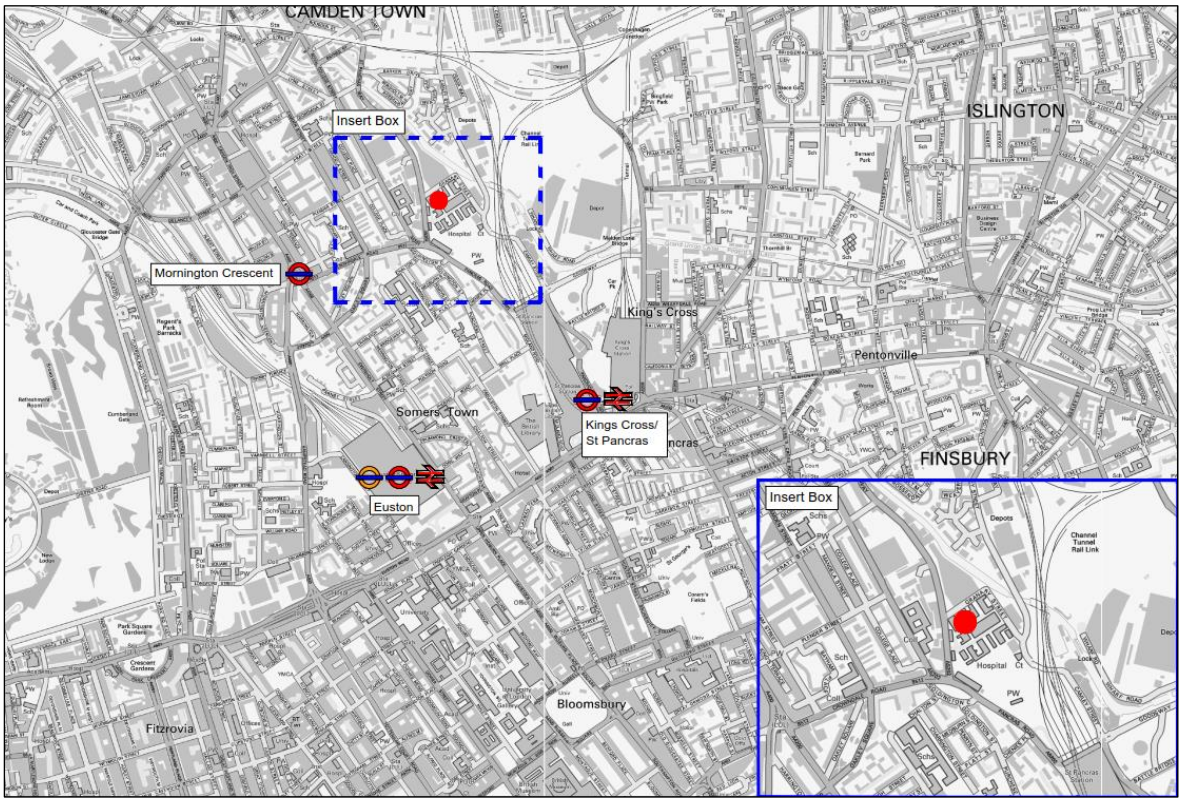
### Site Location and Context

1.4.1 The Site is bounded by the A5202 St Pancras Way to the west and Granary Street to the north. The remainder of the wider St Pancras Hospital is located to the east and south of the Site. St Pancras Gardens lies further to the south of the Site. The nearest London Underground station, Mornington Crescent, is located approximately an eight minutes' walk to the west, while Kings Cross Rail Station, St Pancras International Rail Station, Kings Cross/St Pancras London Underground Station are located approximately 11 minutes' walk to the south of the Site.

1.4.2 The Site location is shown in Figure 1-1.

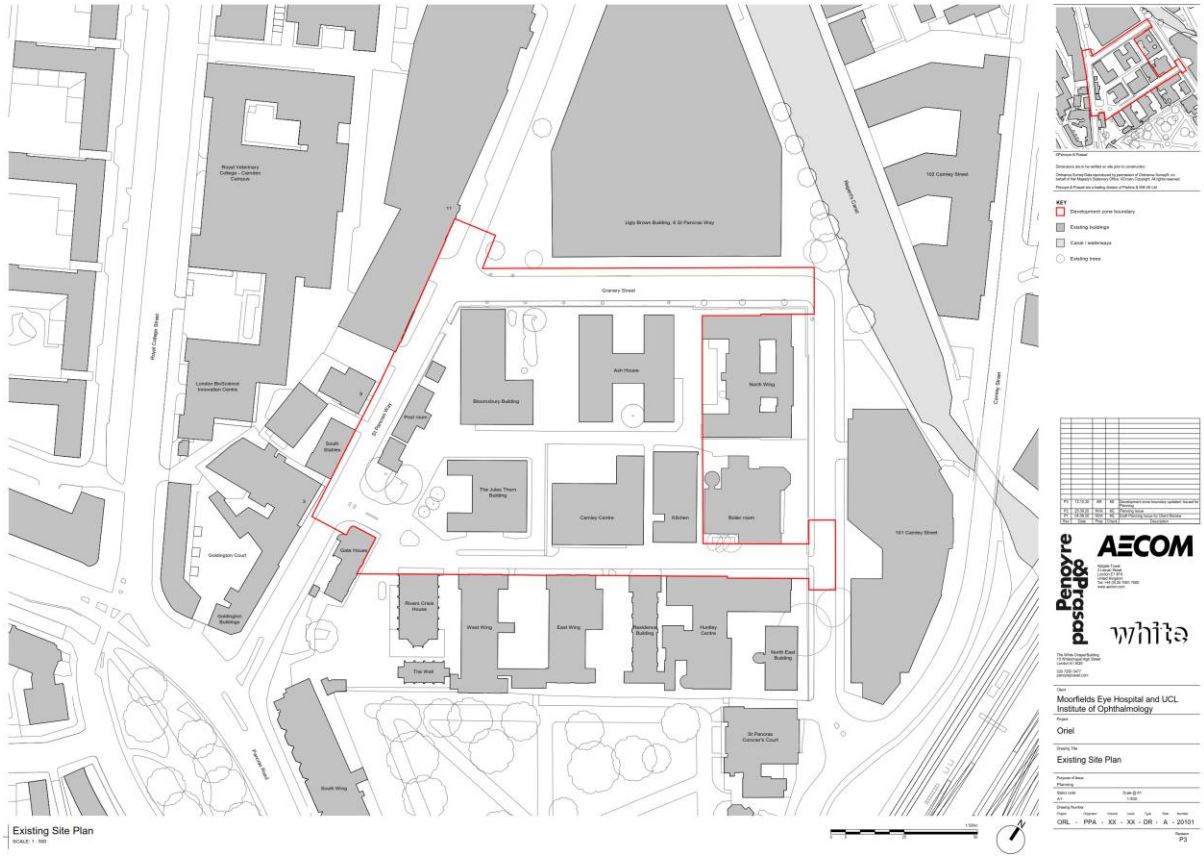
[3] https://www.knowledgequarter.london/

## Figure 1-1 Site Location




1.4.3 The Site boundary is outlined in red in Figure 1-2 below.

## Figure 1-2 Site Boundary

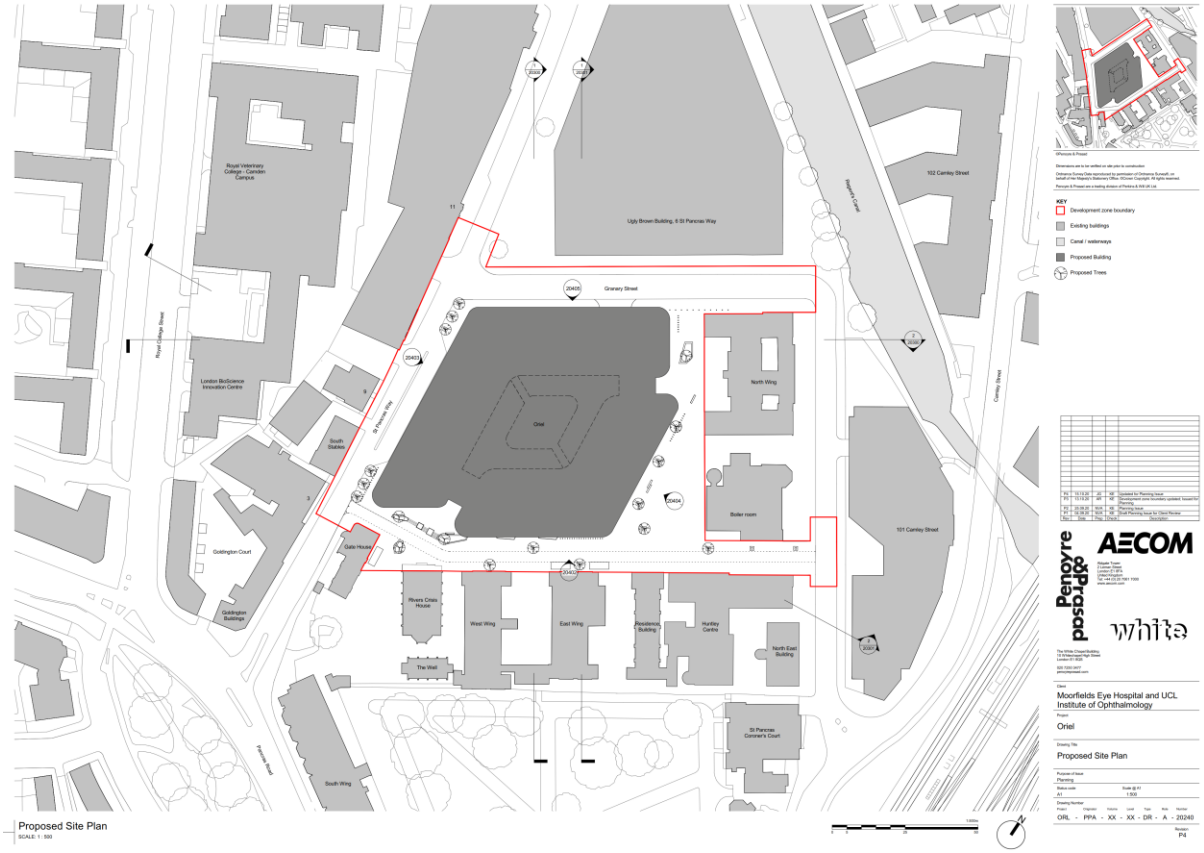


## The Remainder of St Pancras Hospital

1.4.4 Areas within the existing St Pancras Hospital site which are located outside of the Site form part of the wider Camden & Islington NHS Foundation Trust (C&I) site, which is to be redeveloped by the Kings Cross Central Limited Partnership (KCCLP) under a separate planning application to be submitted in 2021. The details of this redevelopment scheme are emerging, but it is anticipated that it will comprise mixed residential and commercial use. To the immediate south of the Site are existing Victorian buildings which date from the former use of the Hospital site as a workhouse. It is likely that these buildings will be retained as part of the wider redevelopment.

1.4.5 Figure 1-3 identifies the Proposed Development in the context of the wider St Pancras Hospital site.

**Figure 1-3 The Proposed Development in the Context of the Wider St Pancras Hospital Site**




## Access

1.4.6 The majority of the servicing and delivery activity associated with the Proposed Development is expected to arrive/depart the Site via the local highway network. However, there is the potential that the Proposed Development could be accessed via cycle couriers. Therefore, this section discusses the access of the Site in terms of the local highway network and cycle facilities.

## Cycling

1.4.7 There is currently the following cycle lane provision on St Pancras Way:

- North of Georgiana Street there is segregated provision (two way);
- South of Georgiana Street there is a southbound advisory cycle lane which runs as far as the Unite Students building;
- South of this there is no formal provision, although there is an advanced stop line and feeder lane at the junction with Pancras Way.

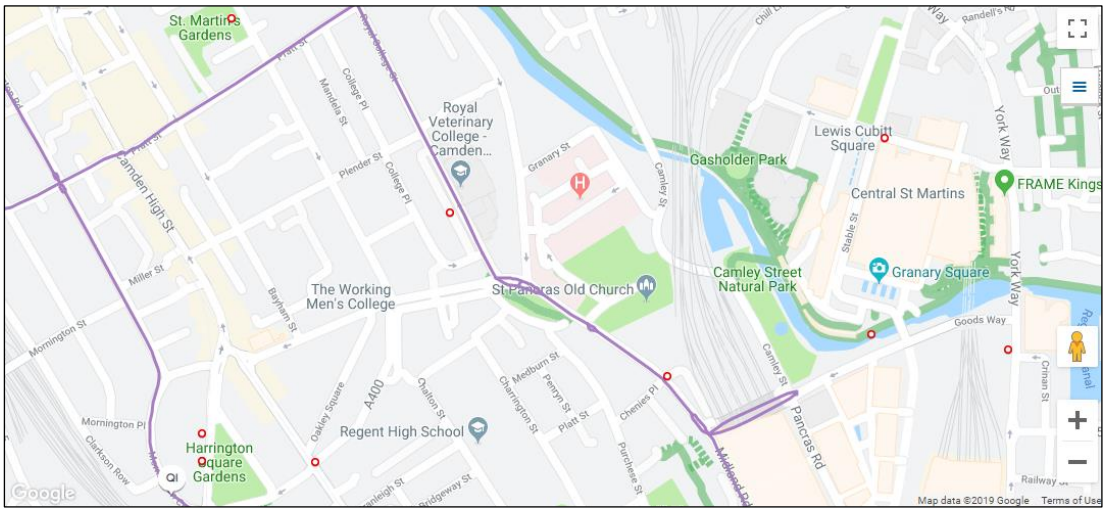
1.4.8 It is understood that LBC has an aspiration to complete the cycle lane on St Pancras Way, potentially by reducing the carriageway to a single lane. The proposed drop-off/pick-up facility for the Proposed Development on St Pancras Way has been designed to accommodate a cycle lane in the future.

1.4.9 The northern extension of Cycleway 6 (C6) between Kings Cross Station and Kentish Town opened in September 2019. C6 runs close to the Site, on Royal College Street and Pancras Road.

1.4.10 Proposed cycle Quietway 1 (Q1) will run in the north-south direction in the proximity to the Site on Arlington Road. It is a proposed connection between C6 and Q1, as an extension of Q1 on Pratt street.

1.4.11 Figure 1-4 is an extract from TfL's cycle map which shows Q1 in purple and cycle hire stations as red circles.

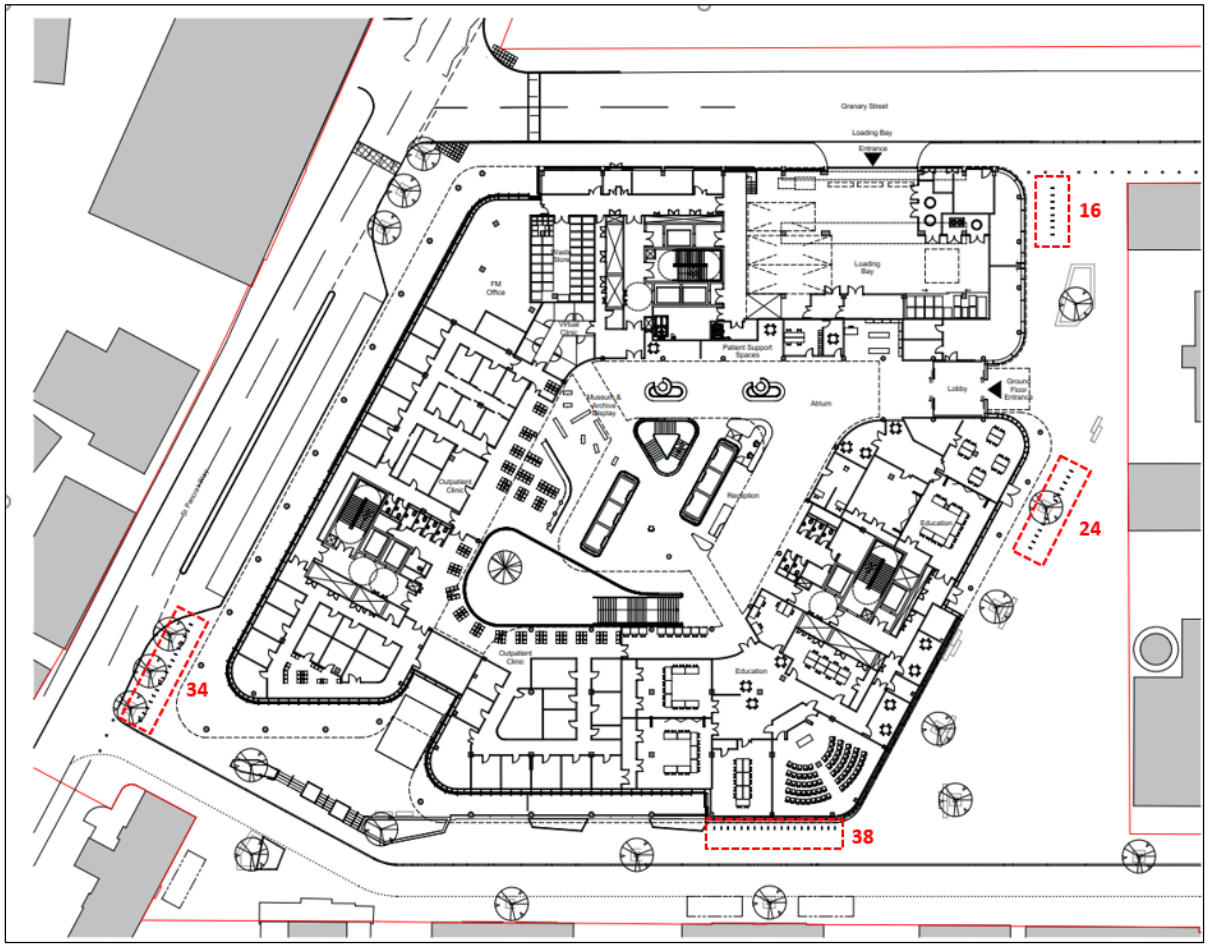
### Figure 1-4 Cycle Facilities




*Source: TfL Cycling Map*

1.4.12 A total of 112 short stay cycle parking spaces will be provided within the public realm of the Proposed Development, which complies with LBC requirements. The locations of the short stay cycle parking spaces are identified in Figure 1-5.

## Figure 1-5 Short Stay Cycle Parking




*Source: Penoyre & Prasad / White Arkitekter*

## Highway

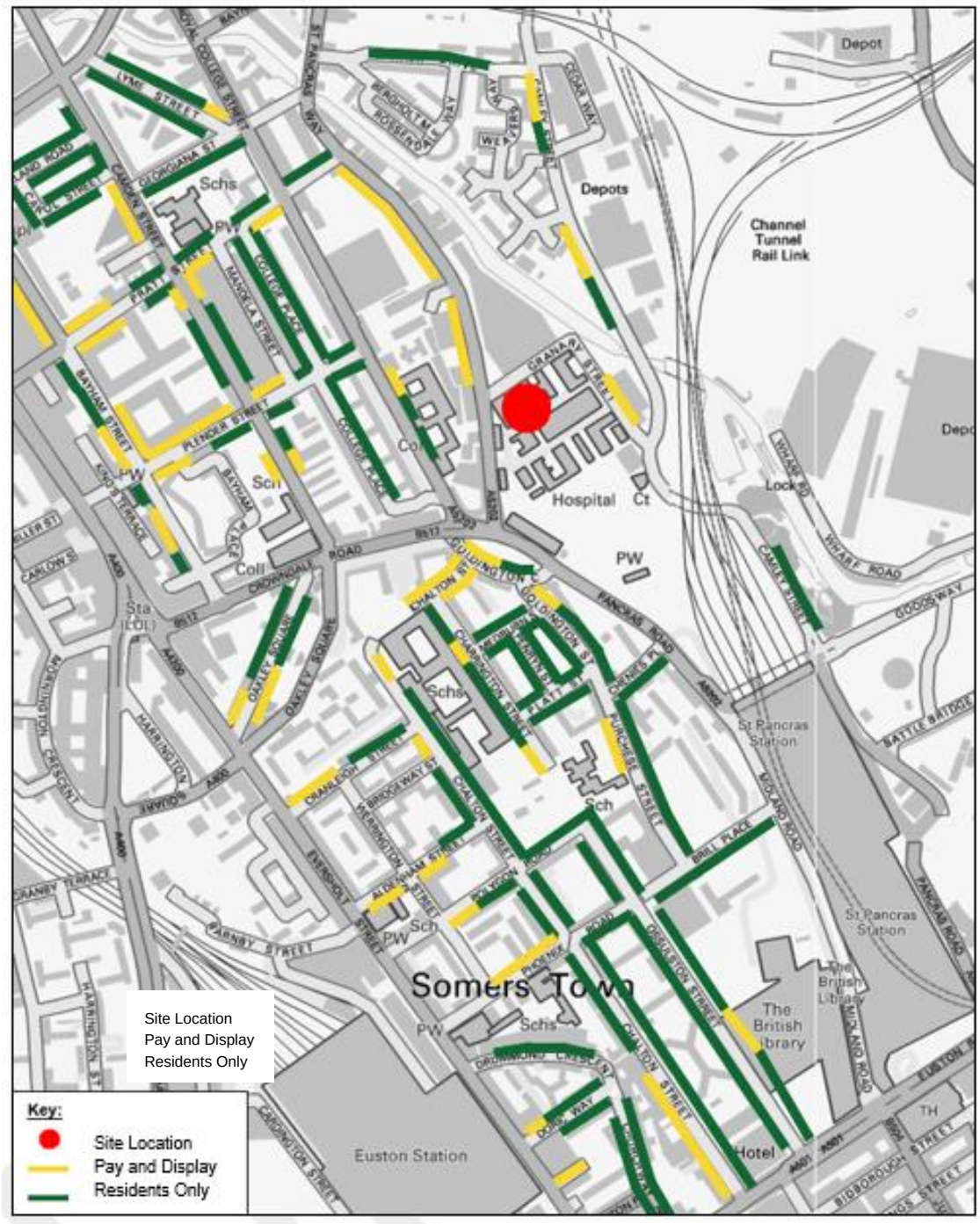
1.4.13 The A5202 St Pancras Way is a 20 miles per hour (mph) one-way two-lane carriageway, which runs in a north to south direction along the western side of the Site. There are single yellow lines along the A5202 St Pancras Way between Granary Street and Pancras Road. An on-street parking bay, which can accommodate approximately seven cars is located to the north of the St Pancras Way / Granary Street junction with restrictions Monday to Friday between 08:30 and 17:30 and a maximum stay of two hours.

1.4.14 Granary Street is a 20mph single carriageway road that extends along the northern side of the Site. There are single yellow lines along the entire carriageway except for a section of on-street parking located near the junction with Camley Street on the eastern side of the road. The on-street parking is pay and display on Monday to Friday between 08:30 and 18:30 with a maximum stay of four hours, with capacity for approximately five cars.

1.4.15 The Site is located outside the current Congestion Charge Zone/Ultra Low Emissions Zone (ULEZ). However, TfL intends to extend the ULEZ zone to cover the whole of Camden from October 2021, which will require drivers of certain vehicles to pay a daily fee to drive to the Site.

1.4.16 Residential streets surrounding the Site are within a Controlled Parking Zone (CA - G/F), with parking restricted to permit holders only on Monday to Friday from 8:30am to 6:30pm. On street parking in the vicinity of the Site is shown in Figure 1-6 below.

**Figure 1-6 On street parking in the vicinity of the Site**



## 1.5 Report Structure

1.5.1 Following this introduction, the remainder of this DSP is structured as follows:

- **Section 2: Policy –** identifies policy and guidance documents relevant to the DSP;
- **Section 3: Delivery and Servicing Proposals –** identifies the delivery and servicing arrangements for the Proposed Development;
- **Section 4: Existing Delivery and Servicing Trips –** identifies the existing trip generation and vehicle types of the existing Moorfields at City Road and provides the forecast trip generation for the Proposed Development;
- **Section 5: Proposed Delivery and Servicing Strategy –** outlines the strategy for delivery and servicing as well as specific deliveries of gas (liquid oxygen, liquid $CO_2$ and liquid nitrogen) and oil;
- **Section 6: DSP Measures –** identifies measures to minimise the impact of delivery and servicing vehicles; and
- **Section 7: Summary** – provides a summary of the DSP.

# 2 Policy

## 2.1 Overview

2.1.1 This section identifies the relevant policy and guidance documents relating to the DSP. Further policy context relating to transportation and the Proposed Development is provided within the Transport Assessment.

## 2.2 Regional Policy

### The London Plan

2.2.1 The London Plan (The Spatial Development Strategy for London Consolidated with Alterations Since 2011) (March 2016) (Ref. 1) provides the overall strategic plan for London. The London Plan sets out an integrated economic, environmental, transport and social framework for the development of London. The relevant policies relating to this DSP are identified below.

2.2.2 Policy 6.14 Freight: promotes the update of Fleet Operators Recognition Scheme (FORS), construction logistics plans, Delivery and Servicing Plans and opportunities to minimise congestion impacts and improve safety. The policy also identifies the use of 'break bulk' facilities where larger vehicles unload materials and goods, when they are transported to their final destination by smaller vehicles.

### The Intend to Publish London Plan

2.2.3 The draft London Plan was published on 27 November 2017. Consultation took place on the draft document up until 2 March 2018. The Mayor's Minor Suggested Changes to the London Plan were published on 13 August 2018. The London Plan then went through an Examination in Public (EiP), with Consolidated Suggested Changes published in July 2019 and the latest version comprises the Intend to Publish version which was issued to the Secretary of State in December 2019 (Ref. 2).

2.2.4 The Intend to Publish London Plan is expected to be adopted in due course and sets out the transport policies for London over the next 25 years.

2.2.5 Policy T7: Deliveries, servicing and construction identifies that a DSP should be developed in accordance with TfL's guidance[4]. The policy states that developments should be '*designed and managed so that deliveries can be received outside of peak hours and in the evening or night-time'*. A DSP should identify how the requirements of the development are to be met.

### The Mayor's Transport Strategy

2.2.6 The Mayor's Transport Strategy (MTS) (Ref. 3) outlines the vision to reduce Londoners' reliance upon the use of private cars.

2.2.7 Proposal 15 states the aim is to reduce the total freight traffic in Central London morning peak (0700-1000) by 10% by 2026 and to reduce total London traffic by 10-15% by 2041. It identifies that TfL will work with the

[4] https://tfl.gov.uk/info-for/urban-planning-and-construction/transport-assessment-guide/freight

Boroughs to ensure '*delivery and servicing facilities are designed in a way that allows streets to be attractive places in which to walk or cycle*'.

2.2.8 Proposal 81 identifies that new developments should ensure that delivery and servicing plans facilitate off-peak deliveries.

### The Mayor's Freight and Servicing Action Plan

2.2.9 The aim of the Mayor's Freight and Servicing Action Plan (Ref. 4) is to support the safe, clean and efficient movement of freight across London. The Mayor's Freight and Servicing Action Plan focusses on deliveries outside of peak hours, consultation of deliveries and using low emission vehicles.

2.2.10 The Freight Operator Recognition Scheme (FORS), which is promoted in the Mayor's Freight and Servicing Action Plan, focuses on training drivers in best practice and equipping managers with knowledge and skills to operate safe and roadworthy vehicles. FORS aims to minimise the probability and severity of collisions involving pedestrians, cyclists and motorcyclists.

2.2.11 The Low Emission Zone (LEZ) aims to improve London's air quality by encouraging the heaviest polluting diesel vehicles to become cleaner by implementing a daily charge to those vehicles. The LEZ is in place 24 hours a day 365 days of the year (excluding Christmas Day). Tougher emissions standards will be introduced from March 2021 and the Ultra-Low Emission Zone (ULEZ) will cover the whole of LBC from October 2021.

### The London Lorry Control Scheme

2.2.12 The London Lorry Control Scheme (LLCS) (Ref. 5) permits HGVs to only use certain roads within London during nights and weekends. Restrictions apply Monday to Friday between 2100-0700 and weekends Saturday to Monday between 1300-0700. The LLCS is applied to HGVs over 18 tonnes maximum gross weight to help minimise noise pollution. If HGVs are required to use restricted roads, permission can be applied for each vehicle.

## 2.3 Local Policy

### Camden Local Plan

2.3.1 The Camden Local Plan (Ref. 6), adopted in 2017, replaced the Core Strategy and Development Policies planning documents, and covers the period between 2016-2031. The objectives of the Local Plan are to create conditions to harness the benefits of economic growth, reduce inequality and secure sustainable neighbourhoods.

2.3.2 Policy A1 Managing the impact of development identifies how Camden will manage the impact of developments which includes considering the information provided in DSPs to assess transport impacts.

2.3.3 Policy A4 Noise and vibration seeks to control and manage noise and vibration caused by a development including those associated with transport. The Local Plan identifies that deliveries, collections and the loading and unloading of goods and refuse should occur between 0800-2000 to manage the potential disruption and noise disturbance to nearby residents.

2.3.4 Policy CC4 Air quality aims to mitigate the impact of a development on air quality and ensure that exposure to poor air quality is reduced, with road transport a significant source of air pollution in London.

2.3.5 Policy T4 Sustainable movement of goods and materials promotes the sustainable movement of goods and materials by canal, rail and bicycle where possible. The Council promotes the use of cycle freight as an extension to cycle couriers. Policy T4 also identifies the requirement for a DSP.

2.3.6 The Council promotes the use of freight consolidation centres which follows the London Boroughs Consolidation Centre (LBCC) pilot project. This resulted in over 80 of the Council's external suppliers delivering to a consolidation centre in Edmonton in order to result in fewer delivery journeys required by road.

## Camden Planning Guidance: Transport (March 2019)

2.3.7 The Camden Planning Guidance: Transport (Ref. 7) supports the policies in the Camden Local Plan. The Guidance forms a Supplementary Planning Document (SPD) and is an additional 'material consideration' in planning.

2.3.8 Chapter 4 of the guidance identifies how DSPs can be used to 'manage and mitigate the potential impacts of deliveries and servicing on the amenity and safety of the general public'.

2.3.9 The guidance identifies the need for a DSP should be identified in the Transport Assessment/Transport Statement. This can be either a Framework or Draft DSP, forming part of the Transport Assessment or a standalone document, and is to be secured as a Section 106 planning obligation.

2.3.10 A DSP will be sought by the LBC for major developments where it is identified that from a servicing and delivery perspective that the scheme is likely to have an impact on road users and the amenity of occupiers.

2.3.11 The guidance identifies that the DSP should assist in occupiers managing the following aspects relating to deliveries and servicing:

- *'Location of loading;*
- *Delivery timing;*
- *Routing;*
- *Vehicle types and vehicular control measures;*
- *Freight consolidation;*
- *Other control measures;*
- *Specific considerations according to land use, where applicable; and*
- *Monitoring'.*

# 3 Delivery and Servicing Proposals

## 3.1 Overview

3.1.1 This section of the DSP identifies the delivery and servicing arrangements for the Proposed Development.

3.1.2 This section also includes the specific arrangements which are required for the gas (liquid oxygen, liquid nitrogen and liquid $CO_2$) and oil deliveries and provides an overview of the drop-off/pick-up facility proposed on St Pancras Way.

## 3.2 Delivery and Servicing Area

3.2.1 A dedicated service area is proposed within the building envelope on the northern side of the Site, accessed from Granary Street. The required capacity of the servicing area has been determined based on surveys undertaken at the existing Moorfields at City Road site – this is described in more detail in Section 5 and Appendix C of the Transport Assessment.

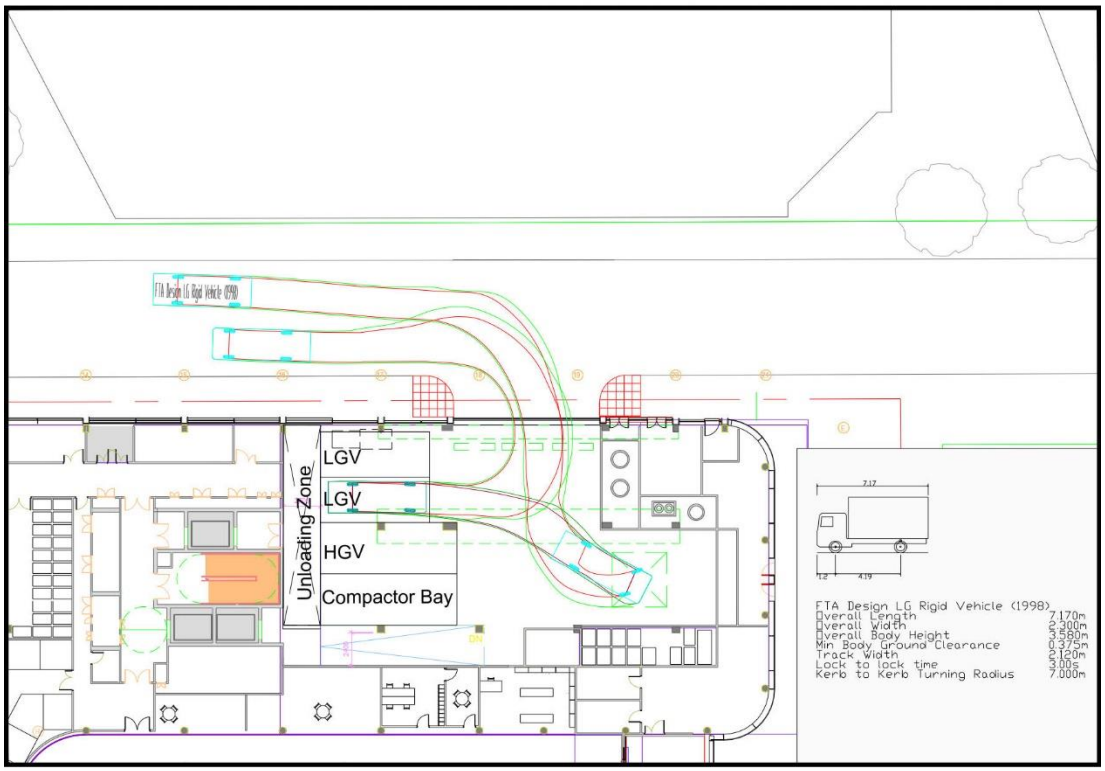
3.2.2 The service area includes four bays with two suitable for LGVs, two suitable for HGVs and has been designed so that all vehicles are able to enter and leave in a forward gear.

3.2.3 At the rear of the bays a loading/unloading zone has been designed to ensure the vehicles are able to be positioned with adequate space at the rear of the vehicles without blocking access/egress from another bay.

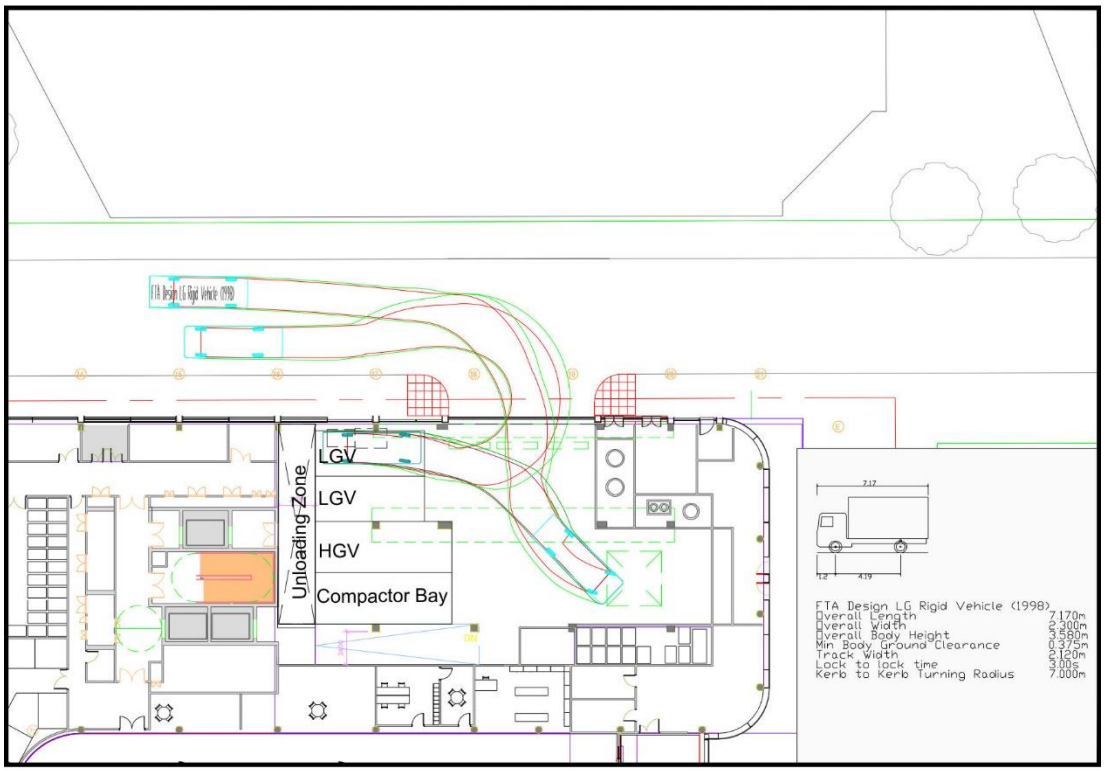
3.2.4 In addition, one of the HGV bays has been designed to accommodate a waste compactor.

3.2.5 The vehicle swept path analysis for each of the four delivering and servicing bays are shown in Figure 3-1 to Figure 3-4.

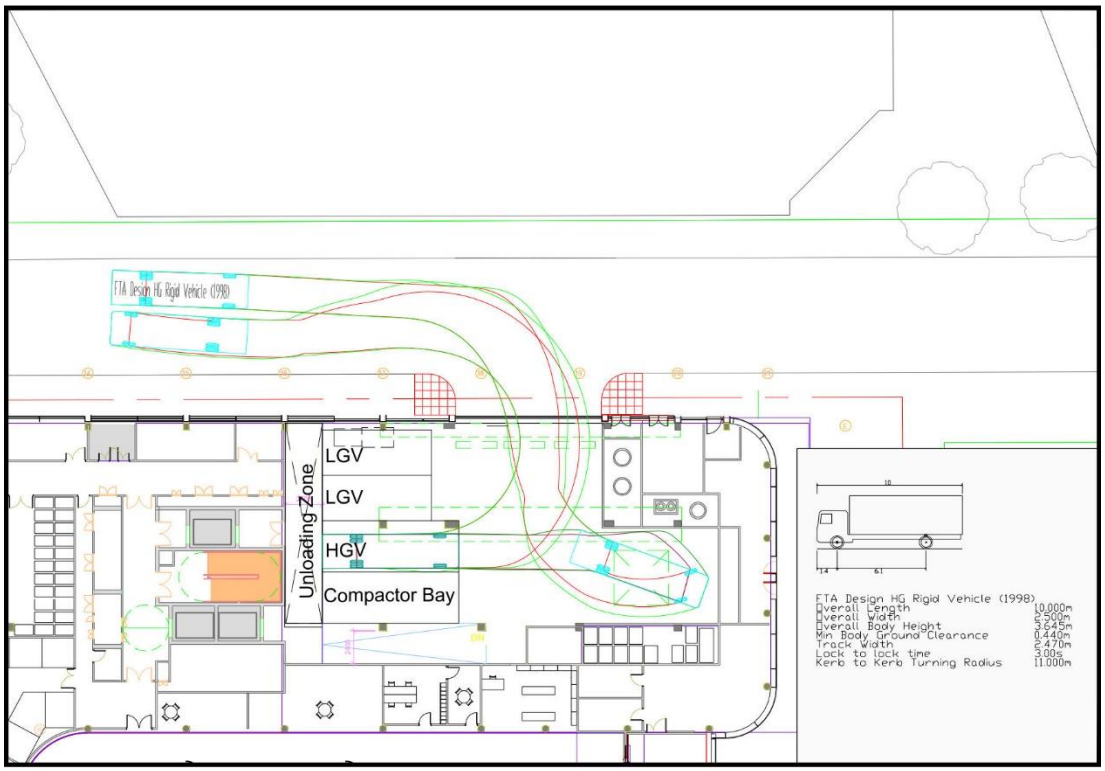
## Figure 3-1 Proposed Loading Bay on Granary Street (Bay 1 – LGV)



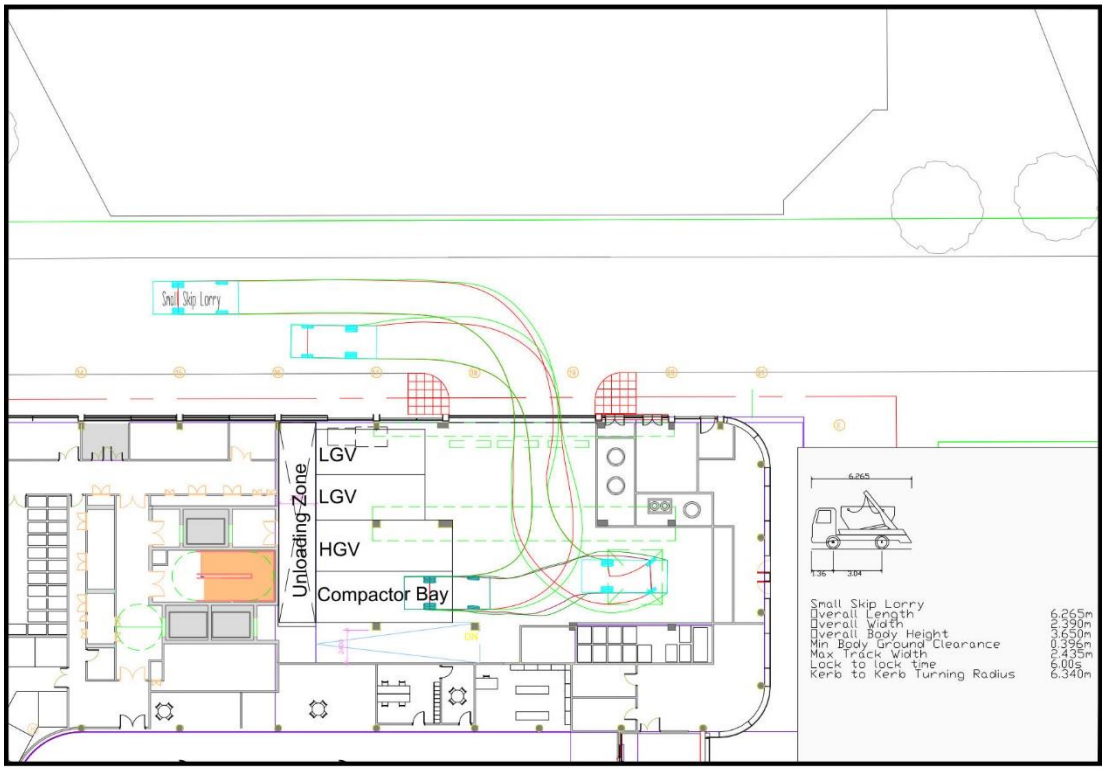

## Figure 3-2 Proposed Loading Bay on Granary Street (Bay 2 – LGV)



## Figure 3-3 Proposed Loading Bay on Granary Street (Bay 3 - HGV)




## Figure 3-4 Proposed Loading Bay on Granary Street (Bay 4 – Compactor)



## 3.3 Gas Deliveries

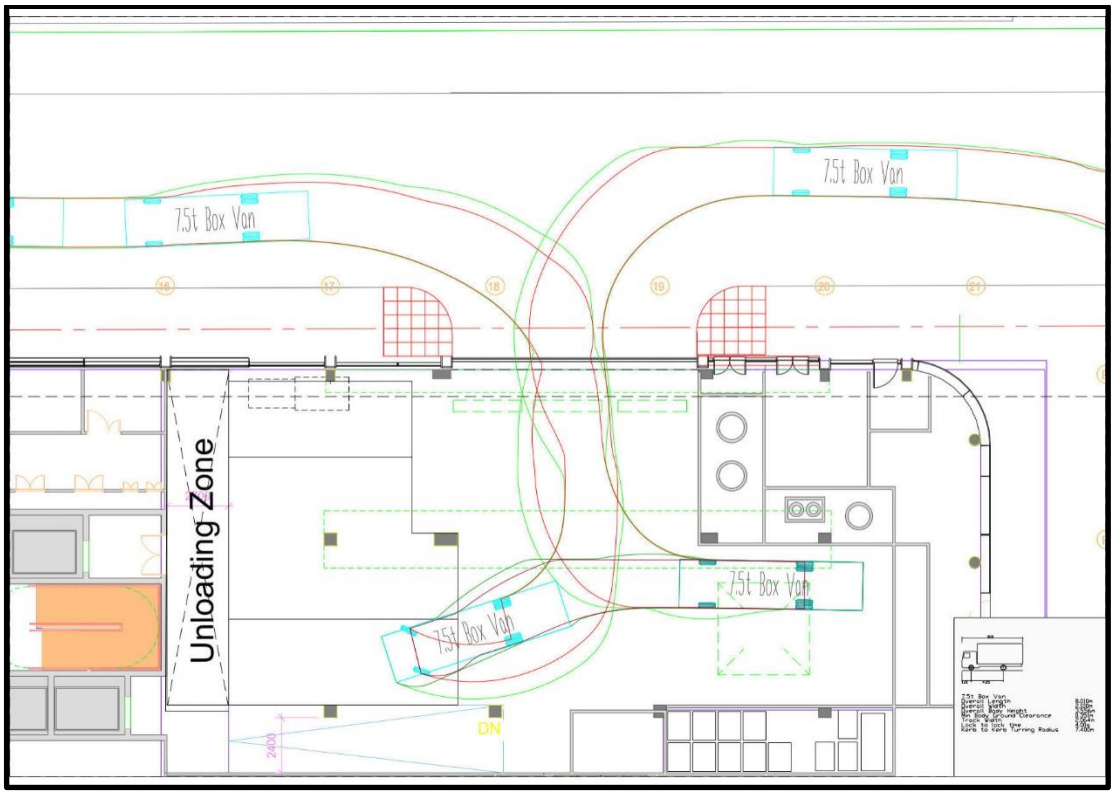
3.3.1 Gas deliveries (liquid oxygen, liquid $CO_2$ and liquid nitrogen) will be made from within the delivery/loading area. The gas storage area is located immediately to the east of the loading bay with the delivery vehicles required to manoeuvre into position by driving forward into the area adjacent to the gas storage area, then reversing into the HGV bay to exit.

3.3.2 It is expected there will be one delivery of liquid oxygen, one delivery of liquid $CO_2$ and one delivery of liquid nitrogen per week. Each delivery is expected to last 20 – 40 minutes.

3.3.3 For safety reasons no other vehicles will be allowed within the service area during gas deliveries. Gas deliveries will therefore be arranged outside normal working hours to minimise disruption to other servicing activity, where practical.

3.3.4 The vehicle swept path is indicated in Figure 3-5.

**Figure 3-5 Oxygen Delivery Vehicle Manoeuvre**

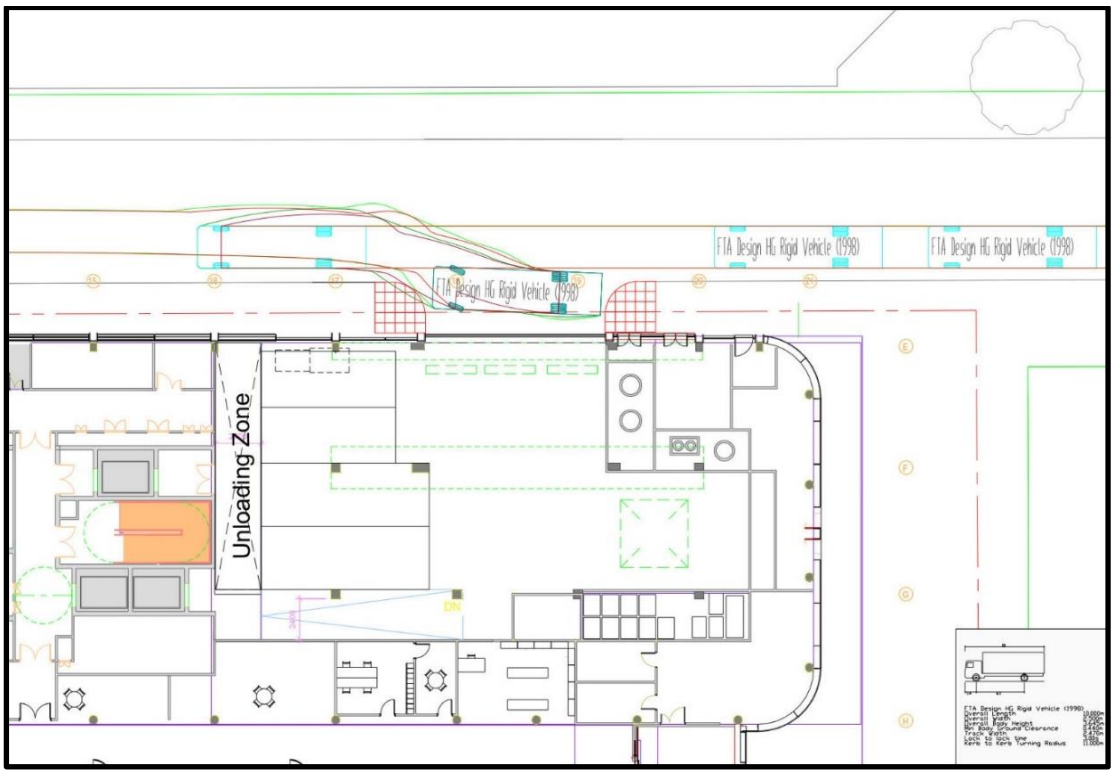



## 3.4 Oil Deliveries

3.4.1 The oil delivery point is located on the outside of the building adjacent to the delivery and servicing area. Therefore, the delivery vehicle will be required to be positioned in the entrance to the servicing area in order to reach the oil delivery point and to be located off the carriageway. Oil deliveries will therefore be arranged outside normal working hours to minimise disruption to other servicing activity.

3.4.2 The vehicle swept path analysis for the oil delivery vehicle is shown in Figure 3-6.

**Figure 3-6 Oil Delivery Location**




3.4.3 One oil delivery is expected approximately every 6 months in order to ensure the oil levels are kept at the required levels for emergency back-up generator use.

3.4.4 During the oil delivery the footway adjacent to the Proposed Development will be temporarily closed as members of the public would not be permitted to pass the oil tanker while connected to the building for health and safety reasons. A marshal will be present to ensure no members of the public pass the oil tanker on the footway whilst the tanker is connected to the building. The closure of the footway will be agreed with LBC and appropriate temporary signage will be placed where required to divert pedestrians onto the opposite side of Granary Street. The expected footway diversion for pedestrians would be via the crossing on Granary Street to the west adjacent to St Pancras Way and Granary Street to the south-east adjacent to Camley Street.

## 3.5 Drop-Off/Pick-Up Facilities

3.5.1 In addition to the delivery and servicing requirements, the Proposed Development will accommodate an area for combined drop-offs and pick-ups associated with Non-Emergency Patient Transfer (NEPT) and taxi/private hire and private car. The drop-off/pick-up bay will be located on St Pancras Way.

3.5.2 The drop-off/pick-up facility is not covered by this DSP and will not be used for any servicing or deliveries. A detailed description of the facility is included in Section 3 of the Transport Assessment.

# 4 Delivery and Servicing Trips

## 4.1 Overview

4.1.1 This section identifies the vehicle trips associated with the existing delivery and servicing activity at the existing Moorfields at City Road and the UCL IoO services at Bath Street.

## 4.2 Existing Vehicle Trips

### Survey

4.2.1 AECOM undertook a survey at the existing Moorfields at City Road and UCL IoO site to quantify the existing levels of drop-off/ pick-up activity and servicing vehicle volumes. The survey was carried out from 07:00 to 19:00 on Thursday 23rd May 2019. The weather for the duration of the survey was dry, sunny and warm.

4.2.2 The survey indicates that Moorfields at City Road and UCL IoO received approximately 61 service vehicles between 07:00 and 19:00 on the day of the survey.

4.2.3 Additional surveys were planned to supplement the initial one day survey. However, these could not be undertaken due to the Covid-19 outbreak and the associated disruption to travel patterns. In order to mitigate the risk of relying on data collected on a single day some resilience has been built into the calculations to account for daily fluctuations in delivery and servicing movements, which is discussed in the following section.

### Vehicle Type and Dwell Time

4.2.4 Where it was clear to the surveyor what was being delivered, notes were made on the purpose of the trip, although the purpose of many deliveries could not be ascertained from observation. Four food and drink deliveries, one linen delivery, one gas delivery, one refuse collection, two Royal Mail vehicles and 19 couriers were observed. The remaining servicing activity could not be identified. It was also observed that eight servicing vehicles parked in restricted locations including on double yellow lines and in a cycle lane.

4.2.5 The average dwell time across all vehicle types was approximately 21 minutes. Furthermore, based on the partial registration plates recorded, four vehicles did return trips to the Site within the course of the survey period, and one 8m rigid lorry made three trips to the Moorfields at City Road service area.

4.2.6 Table 4-1 outlines the servicing vehicle types, the average and maximum amount of time each vehicle type was parked at the location.

**Table 4-1 Servicing Vehicle Type and Average Dwell Time (minutes)**

| Vehicle Type | Count | Average Dwell Time | Maximum Dwell Time |
|---|---|---|---|
| Motorcycle / scooter | 2 | 00:06:30 | 00:11:00 |
| LGV | 48 | 00:18:59 | 01:21:00 |

| Vehicle Type | Count | Average Dwell Time | Maximum Dwell Time |
|---|---|---|---|
| HGV | 11 | 00:29:49 | 01:01:00 |
| **Total** | **61** | **00:20:50** | **-** |

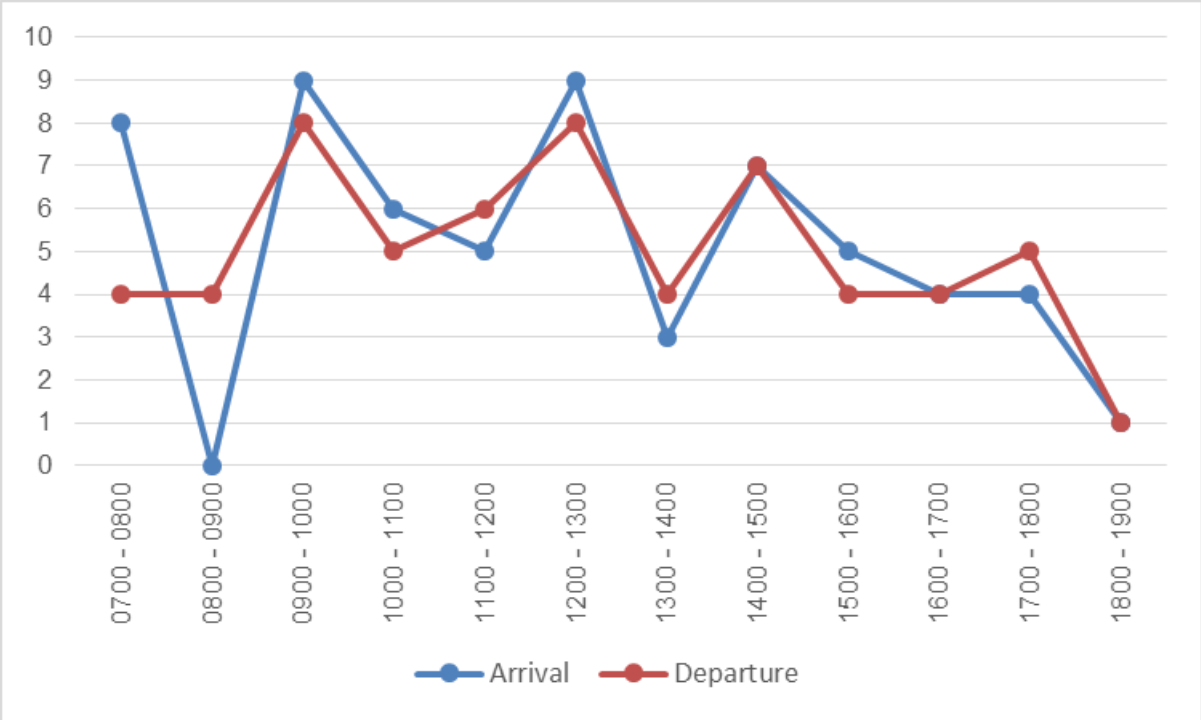
4.2.7 The results of the survey indicate that 77% of the servicing activity for Moorfields at City Road and UCL IoO was undertaken by LGVs, with an average dwell time of 19 minutes. The HGV results include a bottled gas (BOC) delivery which was delivered using an 8m rigid lorry and took approximately 1 hour. The linen delivery to the Moorfields at City Road service area was undertaken using an LGV and took over 1 hour and 20 minutes, this delivery had the greatest dwell time of any vehicle recorded during the survey.

4.2.8 Over the 12 hour period, 61 service vehicles were recorded, this equates to approximately five vehicles per hour.

## Arrival and Departure Times

4.2.9 The arrival and departure times of the vehicles were recorded during the survey, with the results identified in Figure 4-1.

**Figure 4-1 Servicing Arrival and Departure Profile**




4.2.10 The results of the survey indicate that the peak arrival and departure time for servicing vehicles was 09:00 to 10:00 and 12:00 to 13:00 with nine vehicles arriving and eight vehicles departing in this hour. Therefore, with a maximum of nine service vehicles arriving within an hour and an average dwell time of 20 minutes of 50 seconds, this results in approximately 3 hours and 8 minutes of servicing activity per hour which equates to a minimum of three servicing bays required for the Proposed Development. Four bays are proposed,

providing some resilience for accommodating unexpected or late deliveries, etc.

# 5 Proposed Delivery and Servicing Strategy

## 5.1 Overview

5.1.1 This section of the DSP outlines the proposed strategy for the delivery and servicing area.

## 5.2 Implications of Survey Results

5.2.1 Based on the survey undertaken at the existing Moorfields at City Road and the UCL IoO the following conclusions have been made in relation to the requirements for the Proposed Development:

- The peak number of deliveries equates to a requirement for three delivery bays, based on average dwell times observed. In addition, the servicing area also needs to accommodate occasional maintenance vehicles resulting in four bays required for the Proposed Development. This will provide some resilience in the service area capacity. A waste compactor is expected to be located in the south-west corner of the delivery/servicing area in one of the two 10m long bays. This will enable the waste collection vehicle to access the compactor and for smaller/shorter vehicles to use this bay when not in use for waste collection. The waste compactor is mobile and can be moved to one of the LGV bays temporarily if both HGV bays are required at the same time.
- All servicing and delivery activity will take place within the service area, with no vehicles required to stop on-street with the exception of occasional oil deliveries (expected once every six months) which will be made from the service area entrance.
- With all deliveries arriving at a single point, it will be possible to manage delivery and servicing activity more efficiently and reduce average dwell times, providing further resilience in the capacity.

## 5.3 Management

5.3.1 The use of the service area will be managed to ensure efficient operation with deliveries required to pre-book arrival slots as far as is practicable. Some spare capacity has been included to allow unscheduled deliveries to be accommodated and to provide some resilience.

5.3.2 While the gas (liquid oxygen, liquid $CO_2$ and liquid nitrogen) and oil deliveries are made, for health and safety reasons the delivery and servicing area will be required to be closed. Each of these deliveries will be managed to limit the amount of time the servicing and delivery area is closed during the expected busier periods of the day. The management team will investigate organising gas and oil deliveries to occur at a common time, outside peak periods of the day.

5.3.3 Where possible, the delivery and servicing will be arranged to occur between 08:00-20:00 to manage the potential for disruption and noise disturbance to nearby residents as outlined in the Camden Local Plan (Ref. 6). However, given the delivery and servicing area is within the Proposed Development and

not on-street, any disruption and noise disturbance would be kept to a minimum, and as noted above, gas and oil will be timed to occur early in the morning or late in the evening to minimise disruption to other servicing and delivery activities. This is in line with the requirements of the London Plan Intend to Publish version (Ref. 2) which states that developments should be designed and managed such that deliveries can be received in the evenings or at night.

5.3.4 The waste collections are likely to be required to take place early morning or late evening due to the amount of loading time required, with the potential for this to be outside the 08:00-20:00 period identified in the Camden Local Plan (Ref. 6). To minimise external sound, soundproofing shutters will be fitted.

5.3.5 Cardboard at the Site will be baled, and residential waste compacted to maximise efficiencies of scale and reduce frequency of collections.

5.3.6 The consolidation of deliveries will be investigated by the Oriel facilities management team and will consolidate deliveries where possible to minimise the number of delivery vehicles required.

5.3.7 In addition, the Oriel facilities management team will investigate the potential to use the Freight Consolidation Centre in Edmonton, as identified in the Camden Local Plan (Ref. 6), to reduce the number of delivery journeys required by road to the Proposed Development. The benefits of consolidating deliveries can be financial, environmental and operational through reducing cost, lowering vehicle emissions and reducing time.

## 5.4 Vehicle and Access Routes

5.4.1 St Pancras Way is a two lane, one way road in a southbound direction. Therefore, vehicles would either access the Proposed Development from the north via St Pancras Way or from the south-east via Camley Street and Granary Street.

5.4.2 It is noted that Camley Street has a height restriction of 4.1m due to the railway line above. It is not anticipated that any vehicle accessing the Proposed Development would be unable to pass under the bridge. However, for the HGV deliveries as well as the gas and oil deliveries, the London Lorry Control Scheme[5] would be checked before to ensure the most appropriate route is taken for the height and weight of the vehicle.

5.4.3 There are single yellow lines on Granary Street, which would allow vehicles to wait if there was any temporary issue with access to the delivery/service area. Between 11:00-18:00 HGVs up to 3.5t can wait for up to 40 minutes and cars and light good vehicles can wait for up to 20 minutes. However, as noted above, the capacity of the servicing area has been designed to accommodate the anticipated required level of use and will be managed to ensure that vehicles will not be required to wait on street to access the servicing area.

[5] https://lcspermits.com/#schememap

# 6 Measures and Management

## 6.1 Overview

6.1.1 This section outlines the measures and actions which will be taken to minimise the impact of the delivery and servicing activity associated with the Proposed Development.

## 6.2 Measures

6.2.1 The delivery and servicing infrastructure has been designed through collaboration between the Moorfields Eye Hospital NHS Foundation Trust, UCL IoO, architects and transport planners to specifically meet the needs of the Proposed Development.

6.2.2 Table 6-1 identifies the DSP measures to be adopted and implemented.

### Table 6-1 DSP Measures

| Measures | Description | Benefit | Timescale | Responsibility |
|---|---|---|---|---|
| Adoption of DSP | Involvement of the Oriel facilities management team at the earliest opportunity | Improve the effectiveness of the delivery and servicing area | Prior to start of operations | Oriel facilities management team |
| Assignment of responsibility | Appoint the Travel Plan Coordinator responsible for managing the DSP | Improve the effectiveness of the delivery and servicing area | Prior to start of operations | Oriel facilities management team |
| Travel Surveys | Travel surveys of the delivery and servicing activity to be carried out | Inform the development of the DSP and to quantify progress | After 1st, 3rd and 5th year of occupation | Travel Plan Coordinator |
| Promote implication of DSP | Provide Site wide information to relevant teams | To ensure the coordination of deliveries and servicing | Prior to start of operations and ongoing | Travel Plan Coordinator |
| Training | Staff to be appropriately trained to undergo delivery and servicing tasks | To ensure staff are able to implement the required tasks to the required level | Prior to start of operations and ongoing | Oriel facilities management |
| Monitor stock levels | Ongoing monitoring of stock levels to ensure deliveries are made in time | To reduce the number of unnecessary trips to the delivery and servicing area | Prior to start of operations and ongoing | Oriel facilities management / Travel Plan Coordinator |
| Information provided to delivery and servicing contractors | Provide relevant delivery and servicing arrangements to contractors prior to vehicle arrival | To ensure the effective management of the delivery and servicing area | Prior to start of operations and ongoing | Oriel facilities management / Travel Plan Coordinator |
| Freight Operator Recognition | Use suppliers who are members of FORS and encourage non- | Benefits towards drivers, training, fleet management, safety and reduce emissions | Prior to start of operations and ongoing | Oriel facilities management / Travel Plan Coordinator |

| Measures | Description | Benefit | Timescale | Responsibility |
|---|---|---|---|---|
| Scheme (FORS) | members to sign up to the scheme. | | | |
| Booking System | The service area will be managed via a booking system. | Ensure efficient operation with deliveries required to pre-book arrival slots, as far as practicable. | Ongoing | Oriel facilities management / Travel Plan Coordinator |
| Gas deliveries (liquid oxygen, liquid $CO_2$ and liquid nitrogen) | Arrange a regular time slot for each of the gas deliveries, outside of the expected busier servicing and delivery period. | Ensure efficient operation with gas deliveries required to pre-book arrival slots, as not to impact on other servicing and delivery activities while the servicing yard is closed during the gas deliveries. | Ongoing | Oriel facilities management / Travel Plan Coordinator |

## 6.3 Management

6.3.1 It is expected that the DSP and the Travel Plan will be managed by the same Travel Plan Coordinator.

6.3.2 To ensure the DSP is implemented effectively staff will be made aware of the strategy to manage and operate the delivery and servicing area, including the gas (oxygen liquid, liquid $CO_2$ and liquid nitrogen) and oil deliveries. This is to ensure the vehicle movements are managed effectively and to reduce the impact of the Proposed Development on the local highway network.

6.3.3 The review and monitoring of the DSP will take place after the 1st, 3rd and 5th year following commencement of operations, to report on the operational performance of the delivery and servicing area, and the results will be shared with LBC. This would be the responsibility of the Travel Plan Coordinator and can be coordinated with the surveys required as part of the Travel Plan.

6.3.4 The surveys would be required to be undertaken in line with TfL's guidelines[6] and to report on frequency of deliveries, vehicle types, suppliers, types of deliveries, arrival/departure and routes.

6.3.5 As per the Travel Plan, this DSP will be a live document and will be updated with new measures and changes to the management strategy as and when appropriate.

[6] https://tfl.gov.uk/info-for/urban-planning-and-construction/transport-assessment-guide/freight

# 7 Summary

7.1.1 This DSP outlines the delivery and servicing strategy for the Proposed Development.

7.1.2 This DSP has been prepared with consideration of relevant policies, in particular the Camden Local Plan (Ref. 6) and Camden Planning Guidance: Transport (Ref. 7).

7.1.3 The Proposed Development includes a dedicated off-street delivery and servicing area which incorporates space for LGVs, HGVs, waste compactor and gas (liquid oxygen, liquid $CO_2$ and liquid nitrogen) and oil deliveries. In addition, there is a separate patient drop-off/pick-up area for NEPT and cars/taxis on St Pancras Way.

7.1.4 Delivery and servicing arrangements will be managed and coordinated to ensure the effective operation of the delivery and servicing area, in particular regarding the gas and oil deliveries.

7.1.5 Consolidation methods will be considered to reduce and minimise the number of vehicles, such as use of the London Boroughs Consolidation Centre in Edmonton.

7.1.6 The DSP identifies measures and actions which will be implemented to reduce the impact of the Proposed Development and includes provision for the delivery and servicing strategy to be reviewed and updated accordingly.

7.1.7 This DSP is a live document and will be updated with new measures and changes to the management strategy as and when appropriate.

# 8 References

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Ref. 7. London Borough of Camden (2019). Camden Planning Guidance – Transport. Accessed October 2020.
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