APPENDIX C – FRAMEWORK DELIVERY AND SERVICING PLAN

momentum
transport consultancy

21 BLOOMSBURY STREET

Outline Delivery and Servicing Plan

06/10/2022

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DOCUMENT CONTROL ISSUE SHEET

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1. INTRODUCTION

1.1 Context and Objectives

1.1.1 This Delivery and Servicing Plan (DSP) has been prepared by Momentum Transport Consultancy on behalf of Capital 38 and Morgan Capital Partners LLP in support of an application for full planning permission and the extension and refurbishment of 21 Bloomsbury Street, within the jurisdiction of the London Borough of Camden ('LBC').

1.1.2 This DSP sets out the proposed delivery, servicing, and waste management strategy for the Proposed Development. The DSP would be used to support the design of the servicing arrangements and to clarify the operational regimes to ensure that the servicing of the development operates effectively.

1.2 Site Context

1.2.1 The application site, 21 Bloomsbury Street, is located to the west of The British Museum within the jurisdiction of the London Borough of Camden.

1.2.2 The building sits on the south-western corner of Bloomsbury Street and Bedford Avenue, whilst the current vehicle access is located on Bedford Avenue, a one-way westbound only street which runs between Bloomsbury Street and Adeline Place.

1.3 Scope of the Delivery and Servicing Plan

1.3.1 This DSP covers the following:

- Section 1 – Introduction
- Section 2 – Policy Context
- Section 3 – Existing Operations
- Section 4 – Proposed Delivery and Servicing Strategy
- Section 5 – Waste Management Strategy
- Section 6 – DSP Measures
- Section 7 – DSP Management Strategy

1.4 Delivery and Servicing Plan Objectives

1.4.1 The objectives of the DSP are to minimise the impact of delivery and servicing vehicle movements through planning, sustainable procurement practices and a reduction in waste generation. The following benefits are targeted through the DSP:

- Reduce the number of deliveries through planning and scheduling of goods and suppliers
- Encourage usage of sustainable freight modes or greener vehicles (including cargo bikes).
- Complete DSP reviews with LBC and provide periodic updates to the DSP ensuring that all staff and external contractors are informed of changes to the DSP
- Good communication between all parties involved in the servicing of the development (suppliers, staff, LBC and the building management team).

2. POLICY CONTEXT

2.1 National Planning Policy

NATIONAL PLANNING POLICY FRAMEWORK (2021)

2.1.1 The National Planning Policy Framework (NPPF) has been produced by the Department for Communities and Local Government and was updated in July 2021.

2.1.2 The framework sets out the Government's planning policies and how these are expected to be applied.

2.1.3 The NPPF requires all developments that will generate significant amounts of movement to provide a travel plan, and the application should be supported by a transport statement or transport assessment so the likely impacts of the proposal can be assessed.

2.1.4 Whilst the Transport Assessment provides a summary of the key elements of delivery and servicing management, this Framework DSP is intended to serve as the guiding document for managing these activities by the applicant, occupiers, suppliers and local authority.

BREEAM UK NEW CONSTRUCTION: NON-DOMESTIC BUILDINGS – TECHNICAL MANUAL (2018)

2.1.5 This BREEAM document is an update on the preceding 2014 version and describes an environmental performance standard against which buildings in the UK can be assessed, rated and certified. A key metric BREEAM assesses is operational waste, for non-residential use only.

2.1.6 The aim of minimum standards regarding waste is to recognise and encourage the provision of dedicated storage facilities for a building's operational-related recyclable waste streams so that this waste is diverted away from landfill or incineration.

2.1.7 The key parameters to achieve compliance include the segregation of stored waste and an adequate and accessible waste storage area for each waste type.

2.2 Regional Planning Policy

THE LONDON PLAN (2021)

2.2.1 The document sets out the integration between housing, social, economic, cultural, environmental and transport policies for London over the next 25 years.

2.2.2 According to Policy T7, "Delivery and Servicing Plans will be required and should be developed in accordance with Transport for London guidance" to facilitate sustainable freight and servicing. Additionally, "Delivery and Servicing Plans should demonstrate how the requirements of the site are met, including addressing missed deliveries" (10.7.5).

THE MAYOR'S TRANSPORT STRATEGY (2018)

2.2.3 The Mayor's Transport Strategy was adopted in March 2018 and outlines a vision to reduce Londoners' reliance upon use of private cars by encouraging a modal shift to walking, cycling and public transport uses. A central aim of the Mayor's Transport Strategy is for 80% of Londoners to make trips by these modes by 2041. In addition, the Transport Strategy

includes targets to significantly reduce total traffic by 10-15% by 2041, and freight traffic in Central London by 10% by 2026.

2.2.4 Plans for delivery and servicing look to promote planning permissions to secure delivery and servicing plans in support of off-peak (including night-time) deliveries. Additionally, support is shown for waste consolidation implementation through use of a formal commercial waste zone framework. Introduction of regional consolidation and distribution centres are proposed, potentially in conjunction with micro-distribution centres within inner and outer London.

THE FREIGHT AND SERVICING ACTION PLAN (2019)

2.2.5 The Freight and Servicing Action Plan sets out the steps that need to be taken to address the increase in demand for freight and servicing. The plan contains proposals to deliver improvements to the operational efficiency, environmental impacts and safety of freight and logistics within Greater London, alongside other proposals designed to improve understanding of freight issues and contribute to the longer-term process of addressing London's transport needs. Key projects supporting the delivery of the plan are:

- Efficient Deliveries Toolkit
- Freight Operator Recognition Scheme (FORS)
- HGV Safety Direct Vision Standards
- Construction Logistics and Community Safety Standard (CLOCS)
- Delivery and Servicing Plans
- Construction and Logistics Plan
- The Ultra-Low Emission Zone (ULEZ)

2.2.6 The efficient deliveries toolkit includes guidance for businesses on how to time deliveries outside the peak hours, reduce personal deliveries to the workplace and implement waste consolidation. The plan outlines different types of consolidation centres, including:

- Micro-consolidation facilities – facilitating efficient last-mile deliveries via zero-emissions vehicles such as EV vans and e-Cargo bikes, particularly within Central London
- Construction consolidation centres – enabling the efficient and timely deliveries of bulky construction materials outside of the peak hours
- Waste consolidation centres – making the use of river and rail servicing to transport bulky wastes by other means than road transport

2.2.7 FORS employs a tiered set of membership levels to address fleet and freight vehicle operational efficiency, improving all areas of sustainable distribution to reduce CO2 emissions, congestion, collisions and operator costs.

2.2.8 FORS recognises legal compliance as the base 'bronze' level and promotes the uptake of best practice covering: fuel efficiency, alternative fuels and low carbon vehicles, management of road risk, legal record keeping and reducing penalty charge notices through the higher 'silver' and 'gold' levels.

2.2.9 FORS also recognises operator achievements with rewards that encourage operators to raise standards to reduce CO2 emissions and to improve vehicle facilities designed to improve HGV safety, primarily through reducing risks to cyclists.

2.2.10 The HGV Direct Vision Standard (DVS) for HGVs was created by the Mayor of London to improve the safety of all road users. The DVS uses a star system to rate Heavy Goods Vehicles (HGV) above 12 tonnes on the visibility available to the driver directly through the cab windows. The star rating system has the range zero to five.

2.2.11 From 2024 all zero to two-star HGVs would be banned unless they prove a Progressive Safe System is in place. A Safe System is a series of measures which reduce the risks HGVs present to vulnerable road users. The core requirements are: blind spot elimination and minimisation, warning of intended manoeuvre, minimising physical impact of a hazard. The Progressive Safe System will be the same as the Safe System but it will take into account technological improvements and equipment available by 2024.

2.2.12 The CLOCS standard aims to check that clients ensure that construction sites are suitable for vehicles fitted with enhanced safety features, including Direct Vision-enabled vehicles.

2.2.13 The Freight and Servicing Action Plan sets out how Delivery and Servicing Plans (DSPs) can improve freight and logistics efficiency.

2.2.14 The ULEZ aims to improve air quality within Central London through introducing stricter emissions limits to vehicles entering the congestion charging zone 24 hours a day, 7 days a week, with recent implementation of an expansion to cover the area within the north and south circular roads. This would require freight operators to select cleaner vehicles, with an anticipated shift from the usage of diesel vehicles to cleaner alternatives.

VISION ZERO ACTION PLAN (2018)

2.2.15 The Vision Zero Action Plan published in July 2018 sets out Policy 3 of the Mayor's Transport Strategy. This document details the proposed strategies to adopt Vision Zero for road danger in London, being zero people killed in or by a London Bus by 2030 and all deaths and serious injuries from road collisions to be eliminated on London's roads by 2041.

2.2.16 Chapter five describes how reducing the dominance of motor vehicles includes both reducing their numbers and also the dangers that they pose to vulnerable road users. A focus is placed upon larger vehicles such as Buses and HGVs, of which Direct Vision standards are to be implemented to improve the safety of HGVs.

2.2.17 It further demonstrates the importance in reducing road mileage of large vehicles in particular via consolidating construction delivery and servicing vehicles which would further help to reduce the potential for conflicts between these types of vehicles and vulnerable road users.

2.3 Local Planning Policy

CAMDEN LOCAL PLAN (2017)

2.3.1 The Camden Local Plan is the overarching plan setting the policies to guide the future sustainable development of the borough. Policy A1: Managing the impact of development refers to how the council will manage the impact of traffic movements associated with new developments.

2.3.2 Policy A4 of the Local Plan sets out the council's policy in relation to noise and vibration and that it is appropriately considered at the design stage. Regarding deliveries, policy A4 states:

"We will also seek to minimise the impact on local amenity from deliveries and from the demolition and construction phases of development."

2.3.3 Camden's Local Plan (para. 6.104) acknowledges that deliveries should be managed and take place between the hours of 08:00 and 20:00 to manage potential disruption and noise disturbance to nearby residential properties. LB Camden also requires the provision of loading bays within a development site to reduce the impact of delivery vehicles.

2.3.4 Freight consolidation is an approach promoted by the council whereby goods are grouped together so that fewer delivery journeys are required by road and therefore the number of vehicle trips is reduced.

2.3.5 Council policy acknowledges that the movement of goods and materials by road can have a significant impact on the environment and the health and wellbeing of residents. Therefore, LB Camden promotes more sustainable means of freight transport, including the use of cycle freight as an extension to cycle courier services and encourages developers to make provision for cycle freight as part of DSPs.

2.3.6 Policy T4: Sustainable movement of goods and materials states:

"The Council will promote the sustainable movement of goods and materials and seeks 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."

2.3.7 Policy T4 of the Local Plan also requires goods vehicles to be accommodated on site and the preparation of Delivery and Servicing Management Plans where appropriate.

CAMDEN PLANNING GUIDANCE (CPG) TRANSPORT (MARCH 2019)

2.3.8 LBC's CPG7 on Transport (March 2019) provides guidance on all transport issues within the borough and is consistent with and supports the policies in the Camden Local Plan. Chapter 4 of the guidance sets out the planning authority's guidance in relation to DSPs.

2.3.9 The guidance sets out the requirements of the planning authority for DSPs for all development proposals which, from a delivery and servicing perspective, are likely to have an impact on the amenity of occupiers, neighbours and road users in terms of noise and vibration, air quality, congestion and road safety.

2.3.10 The guidance sets out the overarching aim of DSPs to minimise motorised freight movements, mitigating against the negative impacts of freight movement in general, in particular those of motorised freight traffic (Section 4.10, p.25).

2.3.11 In addition, the guidance sets out LBC's requirements for DSPs to be structured around the following themes/issues:

- Location of loading
- Delivery timing
- Routing
- Vehicular type and vehicular control measures
- Freight consolidation
- Other control measures
- Specific consideration according to land use, where applicable
- Monitoring

3. EXISTING OPERATIONS

3.1 Existing Site

3.1.1 The land uses and associated areas for the existing site are presented below in Table 3.1.

Table 3.1: Existing Site by Land Use and Area

Land Use	GEA (sqm)	GIA (sqm)	NIA (sqm)
Class E - Office	10,735	9,841	6,927

3.2 Existing Delivery and Servicing Operations

3.2.1 Deliveries and services associated with the existing buildings at 21 Bloomsbury Street mostly occur on-street informally along Bedford Avenue. There is currently a vehicle ramp within the existing site, accessible from Bedford Avenue, which services a basement car park and a small loading bay. However, this ramp is of insufficient size to accommodate delivery and servicing vehicles. The entrance is narrow and has a restricted height of approximately 2.5m which limits the size of vehicle able to access the building at this location and prevents the majority of delivery traffic from accessing.

3.2.2 Vehicle tracking has been undertaken, which indicates that even a 5.9m light van cannot access and use the existing facility. It was confirmed by the facility manager that most deliveries take place on-street, with delivery vehicles parking in front of the gate on Bedford Avenue, calling the intercom and walking down the ramp or round to the reception area to drop deliveries.

3.2.3 The existing delivery and servicing trips associated with the site have been estimated using servicing trip generation rates, which have been used on numerous past occasions and compare well with rates used for similar purposes elsewhere.

3.2.4 The estimated vehicle split by land use for the existing deliveries is presented in Table 3.2.

Table 3.2: Estimated Delivery Vehicle Splits by Land Use

Land Use	Cars / Vans < 7.5t	MGVs	HGVs (Rigid)
Class E - Office	75%	18%	7%

3.2.5 Based on the above vehicle splits and existing floor area splits, it is estimated that there are 16 daily servicing vehicles for the site, of which 11 are cars/vans, 3 are MGVs, and 2 are HGVs. These estimations are presented in Table 3.3 below.

Table 3.3: Servicing Trip Rate Estimations

Land Use	Servicing Trip Rate (per 100m^2 NIA/day)	Forecast delivery vehicles per day	Forecast delivery vehicles peak hour
Class E - Office	0.21	16	2

3.2.6 It is considered that facilities are currently substandard to accommodate these 16 trips, which mostly end up taking place on-street. There is an opportunity to remove the rethink the substandard loading bay and vehicle access to reduce and formally regulate the impact of private vehicles on-street.

3.3 Existing Waste Management Arrangements

3.3.1 Waste is currently stored and processed on-site.

3.3.2 Due to the height restrictions for access from Bedford Avenue, waste vehicles collect waste on-street. Facilities Management moves the bins up the vehicle ramp to Bedford Avenue for loading prior to arrival.

3.3.3 The existing waste generation of the site has been estimated using waste generation rates provided by the City of Westminster (2019). The total waste generated by land use is presented in Table 3.4.

Table 3.4: Estimated Waste Generation by Land Use (Uncompacted, 2-day output)

Land Use	General (L)	Recyclable (L)	Food (L)	Total (L)
Office B1 & D1/B1	1,840	3,681	613	6,134
Total	**1,840**	**3,681**	**613**	**6,134**

4. PROPOSED DELIVERY AND SERVICING STRATEGY

4.1 Introduction

4.1.1 This section of the report sets out the proposed delivery and servicing strategy for 21 Bloomsbury Street.

4.1.2 The development proposals for 21 Bloomsbury Street includes the increase to existing Class E - Office land use. The proposed area schedule for the development is shown in Table 4.1.

Table 4.1: Proposed Area Schedule

Land Use	GEA (sqm)	GIA (sqm)	NIA (sqm)
Class E - Office	12,103	11,181	7,897
Total	**12,103**	**11,181**	**7,897**

4.1.3 The total proposed area takes into account the partial atrium infill of 531m^2 as permitted by Certificate of Lawfulness (reference: 2022/0189/P).

4.2 Delivery and Servicing Trips and Strategy

4.2.1 The delivery trip rates used to forecast the delivery and servicing trips for the proposed development are shown in Table 4.2.

Table 4.2: Proposed Delivery and Servicing Trip Rates

Land Use	Servicing Trip Rate (per 100m^2 NIA / day)	Peak Hour % of Daily Total
Class E - Office	0.21	10

4.2.2 Forecasts of the delivery and servicing trips have been calculated in line with the proposed floor areas. The proposed development is forecast to generate 17 daily delivery and servicing trips with 2 trips during the peak hours.

4.2.3 Because of the constrained access arrangement to the existing off-street loading bay, the lack of use it currently has, the refurbishment and extension proposals of the scheme, and because of the harm increasing the height and width of the existing access would cause to the building, it is proposed to remove the existing off-street loading bay.

4.2.4 Provision of a formal on-street loading bay in Bedford Avenue has been considered, but this would require the loss or relocation of resident on-street parking bays. TfL kerbside guidance indicates that a forward-in, forward-out on-street loading bay would require a 21.25m length to accommodate an 8m box van. The space required would be reduced if reverse entry was permitted. However, vehicles are required to access the bay in a forward gear by LB Camden.

4.2.5 The alternative proposal is to provide a predominantly cargo-bike delivery strategy for the refurbished building, with a minimum of 75% of forecast vehicular deliveries to be made by cargo bike, via one of a number of micro-consolidation cargo bike providers operating in Central London. It is anticipated that by the time the refurbishment proposals are complete, there will be further options to support a micro-consolidation and cargo bike final delivery strategy for this building as well as many others in central areas of London. Consolidation strategies could take the form of single supplier scheme.

4.2.6 Occupiers of the refurbished building would be required to route 75% of their deliveries via the micro-consolidation centre, so that 75% of the forecast delivery vehicles would be removed, replaced by cargo bikes, which would be able to access the existing (albeit refurbished) off-street loading bay area.

4.2.7 Our working assumption is that one vehicle delivery trip would be substituted for two cargo bike trips. An example of an existing cargo bike operator in central London is Pedal Me, which highlights that a typical cargo bike can carry up to 150KG of cargo, or up to 300KG with a trailer[1].

4.2.8 When applying these assumptions, 75% of the total daily delivery traffic would be 13 vehicles, which would be replaced with 26 cargo bike trips.

4.2.9 This would mean that the new strategy, albeit with increased area, will reduce on-street reliance. As detailed in Section 3.5, the majority of deliveries currently take place on-street. In a worst-case scenario where 20% of deliveries take place off-street, 12 vehicles still informally deliver on-street. With the new strategy, this number would be reduced to four deliveries, plus the waste collection vehicle on waste collection days. On-street deliveries would be reduced to just four vehicles per day, plus the waste collection vehicle on waste collection days. This is considered an improvement on the existing situation.

4.2.10 The remaining 25% of vehicular delivery vehicles would use an existing section of on-street single yellow line marked kerb side for deliveries. The area of single yellow line space on the south side of Bedford Avenue, further west from the site, measures approximately 11 metres in length and could accommodate up to two delivery vans simultaneously.

4.2.11 In line with Camden's Local Plan (para 6.104), deliveries should be managed and take place between the hours of 08:00 and 20:00. Assuming a worst-case scenario where only one vehicle can park on the single yellow line at a time, with a dwell time of 30 minutes, it is estimated that there is capacity for 24 vehicles to use this single area of yellow line throughout the permitted servicing hours. Only 17% of this capacity would be required to accommodate the four vehicles. This suggests there is unlikely to ever be a lack of capacity for the few deliveries that continue to be made on street by vehicles.

4.2.12 The cargo bike strategy represents an innovative design solution which allows a reduction in traffic in the London Borough of Camden and contributes to improving air quality for local residents. It is further detailed in the Delivery and Servicing Plan.

4.2.13 On-street, vehicular delivery and servicing activity would avoid times during which the footfall is particularly high, in line with Camden Planning Guidance: Transport (2021). This include avoiding deliveries between 7am and 10am and 4pm and 7pm.

4.2.14 Figure 4.1 below details the cargo bike delivery and loading area which would support this.

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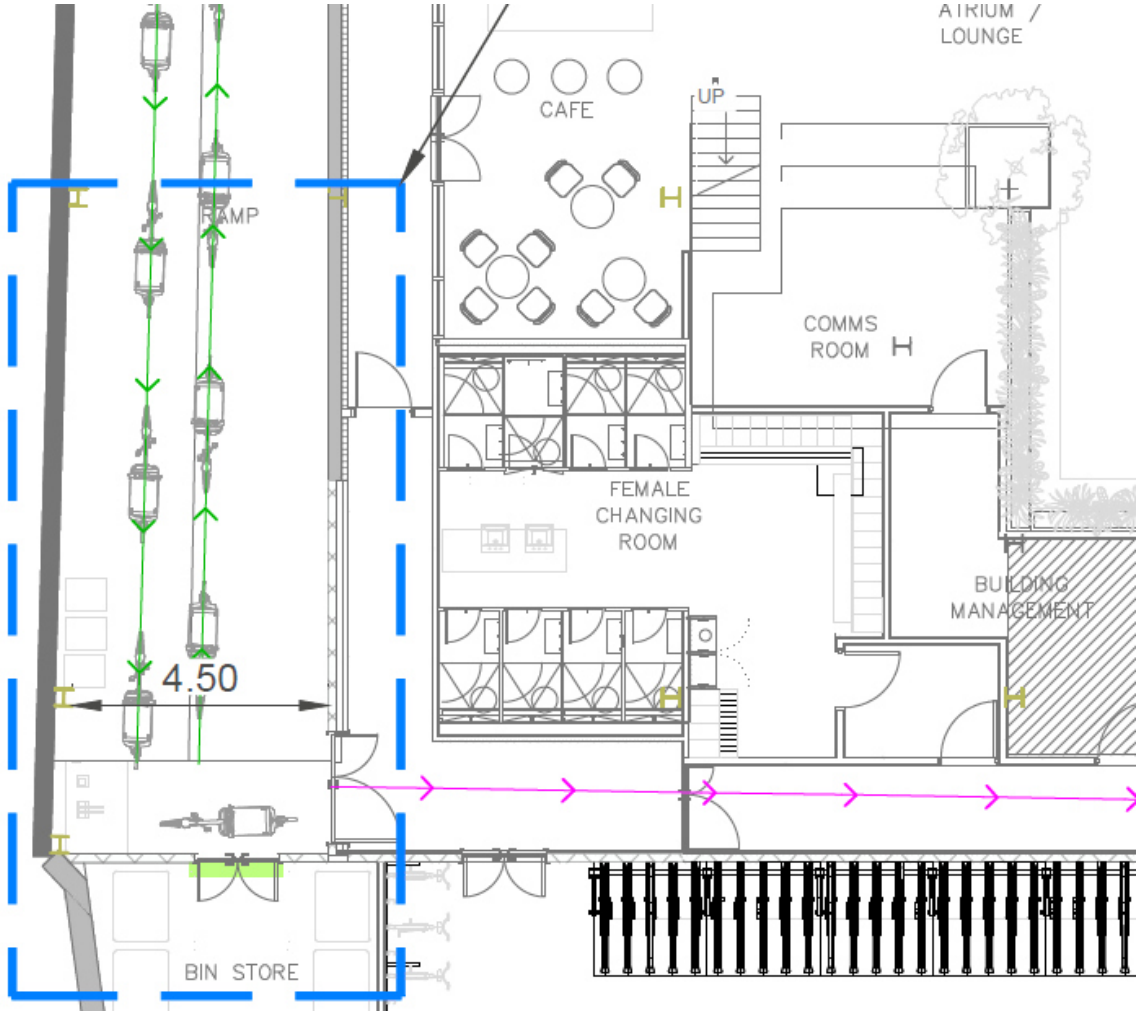
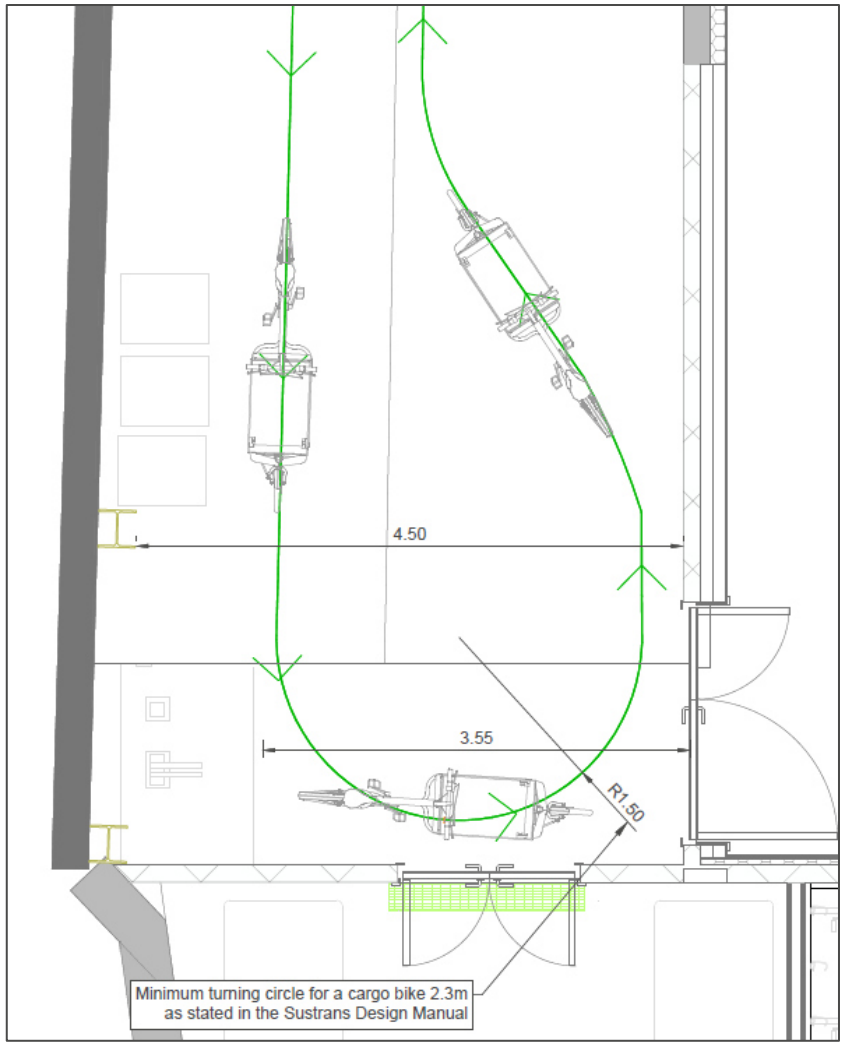
[1] https://pedalme.co.uk/cargo/

Figure 4.1: Cargo Bike Delivery Area




4.50
3.55
R1.50
Minimum turning circle for a cargo bike 2.3m
as stated in the Sustrans Design Manual

5. WASTE MANAGEMENT STRATEGY

5.1 Introduction

5.1.1 This section of the report sets out the proposed waste management strategy for 21 Bloomsbury Street.

5.2 Waste Storage

5.2.1 The waste bin provision in Table 5.1 shows the total storage requirements for all uses within 21 Bloomsbury Street.

5.2.2 The waste storage would be located in the basement of the building, with access provided via the ramp leading from Bedford Avenue. The number of bins has been forecasted based upon the recyclable and non-recyclable waste production and as such would enable the segregation of recyclable materials.

5.2.3 A bin store would be provided for general waste and recyclables, which is shown in Figure 5.1. Food Waste will be stored within the servicing yard, at the end of the access ramp.

5.2.4 The waste storage would be compliant with BS 5906 specifications and all occupants within the building would have access to the storage facilities.

Table 5.1: Proposed Waste Storage

Waste Type	Bin Type	Number
General Waste	1100L	2
Recyclables	1100L	6
Food Waste	240L	3

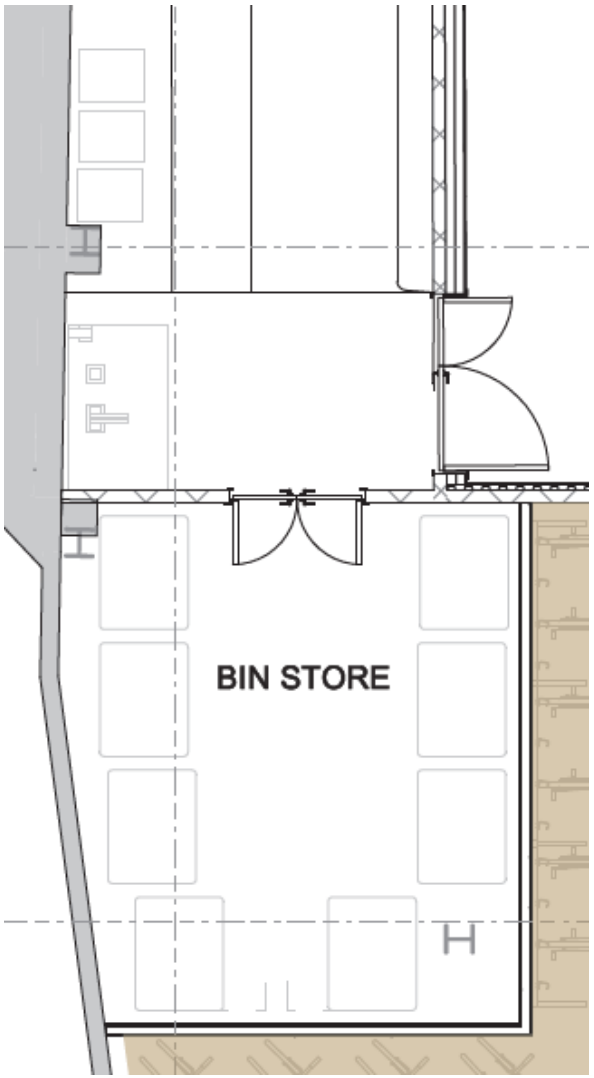
5.3 Waste Management Strategy

5.3.1 Waste collection will continue to take place on street. A waste store will be provided at basement level and will be accessible via the cycle ramp on Bedford Avenue. On waste collection days, the facilities management team would assist in transferring the waste along the access ramp to the waste collection vehicle on-street. An electric bin mover will be provided to roll bins along the gradient of the ramp up to street level where they will be picked up. Waste would be segregated into waste streams that would separate general waste, recyclables, and food waste.

5.3.2 A private waste contractor would be utilised with waste being collected every two days.

5.3.3 Access would be provided to the waste store from each of the office floors for the tenants to leave their waste for collection.

Figure 5.1: Waste storage facilities



6. DELIVERY AND SERVICING PLAN MEASURES

6.1 Introduction

6.1.1 This section of the report sets out the proposed DSP measures; benefits they offer; implementation and their timescales; and responsibility to take them forward to encourage sustainable freight.

6.1.2 The measures aim to achieve the DSP objectives and minimise the impact of the delivery and servicing vehicles forecast to access the development.

6.2 Measures

6.2.1 Table 6.1 sets out the proposed DSP Measures.

Table 6.1: DSP Measures

Measure	Description	Benefit	Timescale	Responsibility
Management of DSP				
Adoption of DSP	Involvement of Facilities Management / Tenants at the earliest stage is important to ensure that the DSP is active and a living document	More policies can be implemented and better results delivered	Upon occupation	Applicant
Assign responsibility of DSP to the Travel Plan Coordinator (TPC)	TPC to be responsible for managing the ongoing development, delivery and promotion of the DSP	To ensure that the DSP is taken forward and delivered	Upon occupation	Facilities Management / Tenants
Raise awareness and promote DSP initiatives	Provide site information and promote the DSP to tenants, facilities management and other key stakeholders	To promote the measures and targets of the DSP to a wide audience	Upon occupation and ongoing	TPC
Training of Staff	All staff associated with the delivery and servicing of the development be required to undertake appropriate training	To ensure staff are aware of and understand the measures of the DSP in order to implement them effectively	Upon occupation	TPC
Tenant Awareness	Ensure all tenants are made aware of the DSP and its requirements upon entering tenancy agreement	To ensure all tenants are aware of the DSP and its likely implications	Prior to tenant occupation	Landlord/Facilities Management

Reducing Delivery and Servicing Trips				
Use of local resources / suppliers	Encourage the relevant purchasing departments and tenants to source items locally or from the same supplier where possible	To reduce the number of delivery vehicle trips to the development	Within one year of occupation	TPC
Last mile solutions	Enforce use of cargo bikes as a last mile solution to reduce the number of delivery vehicles	To reduce the number of delivery vehicle trips to the development	Upon occupation and ongoing	TPC / Facilities Management / Tenants. Ensure that the requirement is enshrined in tenancy agreements to ensure the strategy is adopted.
Delivery and Servicing Operations				
Site information	Produce information booklets showing suppliers delivery and servicing facilities, access arrangements and management procedures	To avoid any confusion regarding access, process, and to encourage deliveries to occur outside of peak hours where possible	Upon occupation	TPC
Freight Operator Recognition Scheme (FORS)	Use of suppliers who are FORS members and encourage non-FORS members to sign up to the scheme	Benefits towards driver behaviour training, fleet management, safety and reduced emissions	Within six months of occupation and ongoing	TPC
On-site facilities team	Ensure on-site facilities team are aware and prepared for any on-street delivery and servicing activity to reduce disruption to local highway network	To reduce the dwell time of vehicles on the surrounding highway.	Upon occupation	TPC / Facilities Management

7. DELIVERY AND SERVICING PLAN MANAGEMENT STRATEGY

7.1 Introduction

7.1.1 This section of the report sets out the proposed management strategy for the DSP, including raising awareness and the review and monitoring programme.

7.2 Management of the Delivery and Servicing Plan

7.2.1 Following the refurbishment of the development, the DSP would be implemented upon occupation.

7.2.2 The applicant would work with the delivery and servicing suppliers to ensure that the DSP is implemented successfully with a view to ongoing improvements in sustainable practices.

7.2.3 The Travel Plan and DSP are interlinked and therefore the management of both strategy documents would form part of the same role for the Travel Plan Coordinator.

7.3 Raising Awareness

7.3.1 To ensure that the DSP is effective, staff would need to be made aware of the DSP strategy including the following:

- What the DSP is
- Benefits of implementing the DSP
- What they can do to improve the DSP
- How service vehicle movements impact on the local community and transport networks

7.3.2 In addition, staff training would assist in reducing the vehicle movements to and from the Site and should help to avoid congestion on the local roads.

7.3.3 A freight vehicle survey would also be required which would inform the facilities management team about the vehicle movements to and from the Site and would provide them with data to use to develop the DSP.

7.3.4 The review and monitoring of the DSP would be undertaken by the Travel Plan Coordinator. This person would be responsible for organising the required surveys, monitoring and reviewing of the delivery and servicing information recorded and disseminating this to and liaising with LBC.

7.4 Review and Monitoring Program

7.4.1 The DSP would be reviewed and monitored one, three and five years after occupation to measure performance and identify improvements where possible.

7.4.2 The first stage of this process would be to undertake a detailed vehicle survey for all delivery and servicing vehicles coming to the Site within the first six months of occupation.

7.4.3 The surveys would be based on TfL guidelines and would include questions regarding the frequency of visits; vehicle type; supplier information; type of goods/material delivered; capacity of vehicle used; frequency of deliveries arriving outside delivery slots; quantity and size; access; and arrival and departure routes.

7.4.4 Following implementation of the DSP, it should remain a live document that is continuously monitored and updated. This would be the responsibility of the Travel Plan Coordinator. The continued review and monitoring programme for the DSP is shown in Table 7.1.

Table 7.1: DSP Monitoring Measures and Program

Action	Timescale
Produce and implement the DSP	Upon occupation
Delivery and servicing vehicle survey	Within six months of occupation
Establish baseline times for delivery and servicing completion at the goods yard	Within six months of occupation
Future surveys completed to update the DSP	Within the first and third years
Feedback information to the stakeholders and CoL regarding the servicing and delivery arrangements and other related issues	Quarterly, following meetings with stakeholders
Review of delivery and servicing contractors performance in terms of sustainability and efficiency, and if necessary consider other options	Within first year
Strategic review of the DSP	Within six months of occupation, then annually thereafter

8. CONCLUSION

8.1.1 This DSP outlines the proposed delivery and servicing strategy for 21 Bloomsbury Street. The strategy has been prepared in full consideration of current national, regional and local transport policy relating to delivery and servicing arrangements at proposed development sites.

8.1.2 The DSP covers the following:

- DSP Objectives
- Policy Context
- Development Proposals
- Proposed Delivery and Servicing Strategy
- DSP Measures
- DSP Management Strategy – Monitoring and Review

8.1.3 Delivery and servicing strategies for 21 Bloomsbury Street have been detailed within this document for day-to-day operations. The DSP has detailed initial commitments to last mile solutions, consolidation measures and servicing hours.

8.1.4 The current servicing facilities are considered as substandard, with informal deliveries taking place on Bedford Avenue. A new progressive and sustainable strategy, mainly relying on cargo bike deliveries, would reduce the impact of private vehicles on the street and formalise the delivery and servicing arrangement.

8.1.5 Only a small number of deliveries would still need to be accommodated on street, on a single yellow line located close to the site. This strategy would align with national, regional and local planning policies to promote sustainable deliveries and reductions in vehicle numbers.

8.1.6 The delivery and servicing trips forecast for 21 Bloomsbury Street would generate 17 daily trips with 2 trips during the peak hour. With further mitigation measures through the proposed cargo bike delivery strategy, these trips would be reduced to four vehicular deliveries to the Site each day, compared to 16 trips estimated currently. The remaining deliveries would be undertaken by an estimated number of 26 cargo bikes. On waste collection days, there would be a further vehicle trip generated by the refurbished building.

8.1.7 The cargo bike strategy represents an innovative design solution which will allow the reduction in traffic in the London Borough of Camden and improve air quality for local residents.

8.1.8 A set of initial measures and potential targets have been set out within this DSP which would be further developed upon occupation of the Site and through reviews by facilities management.

8.1.9 The implementation of this DSP would adequately mitigate any impacts of the forecast servicing movements of the Proposed Development.