



Stag Brewery, Mortlake

Framework Delivery and Servicing Management Plan

For Reselton Properties

February 2018

Document Control Sheet

Project Name: Stag Brewery, Mortlake

Project Ref: 38262

Report Title: Framework Delivery and Servicing Management Plan

Doc Ref: 001

Date: February 2018

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Revision	Date	Description	Prepared	Reviewed	Approved

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1 Introduction

1.1 Background

- 1.1.1 This Framework Delivery and Servicing Management Plan (FDSMP) has been prepared by Peter Brett Associates LLP (PBA) on behalf of Reselton Properties Limited ('the Applicant') in support of three linked planning applications for the comprehensive redevelopment of the former Stag Brewery Site in Mortlake ('the Site') within the London Borough of Richmond Upon Thames ('LBRuT').
- 1.1.2 The former Stag Brewery Site is bounded by Lower Richmond Road and Mortlake High Street to the south, the River Thames and existing residential development to the north, Williams Lane to the east and Bulls Alley (off Mortlake High Street) to the west. The Site is bisected by Ship Lane. The Site currently comprises a mixture of large scale industrial brewing structures, large areas of hardstanding and playing fields.
- 1.1.3 The redevelopment will provide homes (including affordable homes), accommodation for an older population, complementary commercial uses, community facilities, a new secondary school alongside new open and green spaces throughout. Associated highway improvements are also proposed, which include works at Chalkers Corner junction.
- 1.1.4 This FDSMP will support three separate planning applications:
- Application A - A hybrid application to include the demolition of existing buildings to allow for the comprehensive phased redevelopment of the site.
 - Land to the east of Ship Lane applied for in detail (referred to as 'Development Area 1' throughout); and
 - Land to the west of Ship Lane (excluding the school) applied for in outline (referred to as 'Development Area 2' throughout).
 - Application B - A detailed planning application for the school (on land to the west of Ship Lane).
 - Application C - detailed planning application for highways and landscape works at Chalkers Corner which includes reconfiguration of Chalkers Corner traffic junction, to include existing public highway and existing landscaped and informal parking area associated to Chertsey Court, to facilitate alterations to lane configuration, a new cycle lane, works to existing pedestrian and cycle crossing, soft landscaping and replacement boundary treatment to Chertsey Court.
- 1.1.5 In addition to the FDSMP, the planning application is accompanied by a Transport Assessment (TA) and Travel Plans, which should be read in conjunction with this document.

1.2 Type of DSP

- 1.2.1 This is a Framework DSMP which considers the delivery and servicing arrangements for those uses coming forward under Applications A and B. It will form the basis for the preparation of a full, detailed DSMP for Application A and a separate DSMP for Application B.
- 1.2.2 As Application C proposes no land uses requiring delivery or servicing, this document does not consider arrangements for Chalkers Corner.

1.3 Report Structure

1.3.1 The remainder of this FDSMP is set out as follows:

- Chapter 2: Site Information – Provides an overview of the site location, size and nature of the development and parking, public transport, walking and cycling access.
- Chapter 3: Delivery and Servicing Proposals – An estimated future delivery and servicing trip generation profile is provided along with vehicle types and dwell times.
- Chapter 4: Delivery and Servicing Management – This section provides an overview of the proposed delivery and servicing yards and management arrangements for The Development.
- Chapter 5: Monitoring and Management – Identifies how the implementation of the DSP will be monitored and who will be responsible for its implementation.

2 Site Information

2.1 Location of the Site

2.1.1 The former Stag Brewery main site is located in Mortlake, and is bounded by Lower Richmond Road to the south, the river Thames and the Thames Bank to the north, Williams Lane to the east and Bulls Alley (off Mortlake High Street) to the west. The Site is bisected by Ship Lane. The Site currently comprises a mixture of large scale industrial brewing structures, large areas of hardstanding and playing fields

2.1.2 Figure 2.1 shows the location of the development site in relation to its immediate surrounding area. The surrounding area of the site comprises a mix of land uses, including several schools and shops, as well as a hospital, leisure facilities and places of worship.

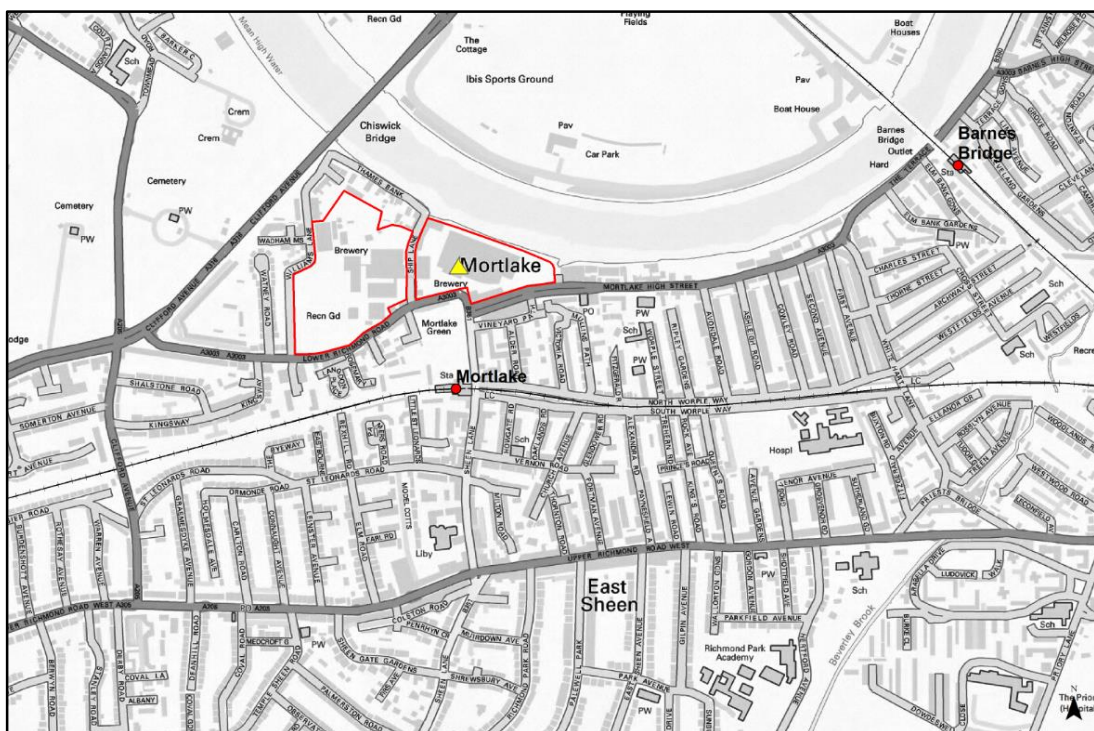


Figure 2.1 Site Location

2.2 Highway Access Arrangements

2.2.1 The Site currently comprises a mixture of large scale industrial brewing structures, large areas of hardstanding and playing fields. It has a number of access points, with the main entrances located on Lower Richmond Road. Additional access points can also be found off Ship Lane which provided access to the main staff and visitor car park and Williams Lane which provided access, including for HGV's to the large buildings located within the north west corner of the Site.

2.2.2 The highway network around the site is mainly made up of a series of local roads all feeding into the A3003 Lower Richmond Road. Lower Richmond Road borders the development site to the south running east to west. The 30mph road provides a key link between Sheen Lane and Mortlake High Street and the A316 to the west of the site. The road varies in width from approximately 7m at its narrowest to around 10m at its widest. On the westbound carriageway there is a large amount of parking carried out by residents, whilst a single yellow line prevents

this during the day on the eastbound carriageway. A footway is present on both sides of the carriageway for the full length of Lower Richmond Road, with the exception of the exit from the Sheen Lane mini-roundabout on the westbound carriageway as the footway diverts through Mortlake Green.

- 2.2.3 The other road to border the development site to the south is Mortlake High Street. This runs as a continuation of Lower Richmond Road, east to west, between Sheen Lane mini-roundabout and White Hart Lane mini-roundabout. This road is also 30mph despite the dual carriageway element at the western end of the road. At its widest point, the road width is approximately 17m with an approximate 3m central reservation, whilst at the eastern end of Mortlake High Street the road is approximately 8m in width. Again footways are provided on either side of the road.
- 2.2.4 Local roads to the north of Lower Richmond Road, are Ship Lane, Thames Bank and Williams Lane. Ship Lane runs north bisecting the Site and connecting Lower Richmond Road with Thames Bank.
- 2.2.5 The Chalkers Corner junction to the west of the Site, is accessed via Lower Richmond Road. This junction provides access to the strategic highway network including the A316 Lower Richmond Road/Clifford Avenue and the A205 South Circular. At present this is a heavily constrained junction and subject to queuing and delay at busy times, including on the Lower Richmond Road approach. The A316 provides a link between Richmond and Chiswick, whilst the South Circular provides a link between the M4 towards Heathrow and the M25 and further east towards Barnes and Putney.

2.3 Development Proposals

- 2.3.1 The regeneration proposals for the Site are for a mixed use, residential led development closely reflecting the aspirations of the Council's adopted Planning Brief and emerging Site Allocation. The main departure from the Planning Brief is the inclusion of a large secondary school as opposed to a primary school indicated within the Brief. In addition to the residential and secondary school a number of other uses are also proposed for the site, in line with the aspirations of the planning brief. Table 2.1 below demonstrates the development quanta of each land use.

Table 2.1 Stag Brewery development quanta

Land Use	Development Quanta
Detailed Application – Application A (Development Area 1)	
Residential	443 units
Unspecified Flexible Floor Areas inc, Retail/Restaurant/Office/Community/Boathouse	4,664 m ²
Hotel/pub with rooms	1,668 m ² (16 rooms)
Office	2,424 m ²
Cinema	2,120 m ² (3 screens, 370 seats)
Gym	740 m ²
Management Office	33 m ²
Outline Application	
Residential	Up to 225 units

Residential/Assisted Living	Up to 150 residential or assisted living units
Care Home	70 Units
Detailed School Application	
School	9,319 m ² (approximately 1,200 pupils)

Note 1: It has been previously noted that the outline application allows for the possibility that the up to 150 assisted living units might be occupied as C3 residential with no age restriction

2.3.2 The development will be delivered in separate phases. To the east of Ship Lane (Application A – Development Area 1, applied for in detail), the development will comprise a mix of land uses including residential, retail, leisure, hotel, gym, offices and community spaces. To the west of Ship Lane (Application A – Development Area 2, applied for in outline), the development will mainly consist of residential units, with three blocks providing either assisted living units or residential units. A care home will also be delivered as part of this application. Application B comprises a new secondary school. It is expected that the school will likely come forward at the same time as early construction plots within Development Area 1.

3 Delivery and Servicing Proposals

3.1 Delivery and Servicing Trip Generation

- 3.1.1 A delivery and servicing trip generation exercise has been undertaken for the development when operational and covers both the residential and non-residential elements.
- 3.1.2 Similar to the trip generation detailed in the Transport Assessment the trips detailed in this DSP are based on a previous schedule and not the final scheme. This is to remain consistent with the trips detailed in the transport assessment and those used within the strategic modelling, as this was carried out prior to the scheme fix.
- 3.1.3 The land use schedule assessed for trip generation purposes provides a worst case assessment due to the floor areas being greater than in the finalised schedule. As such it is deemed appropriate to use these numbers to determine the delivery and servicing strategy.
- 3.1.4 A summary of the trip generation exercise is provided below.
- 3.1.5 The brewery which previously occupied the Site ceased brewing operations in December 2015, and subsequently there has been limited delivery and servicing arrangements activity associated with the Site.
- 3.1.6 The trip generation exercise has been conducted separately for the east and west sides of the development site (Application A, Development Area 1 and 2 and Application B, the school), which are bisected by Ship Lane a public highway.
- 3.1.7 The number of delivery and servicing trips likely to be generated by the commercial uses within the development, as well as the type of vehicles that are expected to make the trips, has been established by investigating information collected at comparable existing developments in Greater London. These include a combination of TRICS and TRAVL sites, as well as comparable developments that have been reviewed as part of PBA's development planning work across London.
- 3.1.8 Likely trip rates for the residential element of the development have been calculated using the results of TfL's 2014 Residential Freight Survey. Trip rates have been calculated specific to the development size, and separated by mode. In the below tables, LGV Trips include those by Car, Van and Small Lorry. HGV Trips include those by Large Lorry. There are also additional motorbike/moped trips, as well as walking a bicycle trips, which have not been included in this exercise.
- 3.1.9 Figure 3.1 provides a plan identifying the various blocks that will comprise the new development.

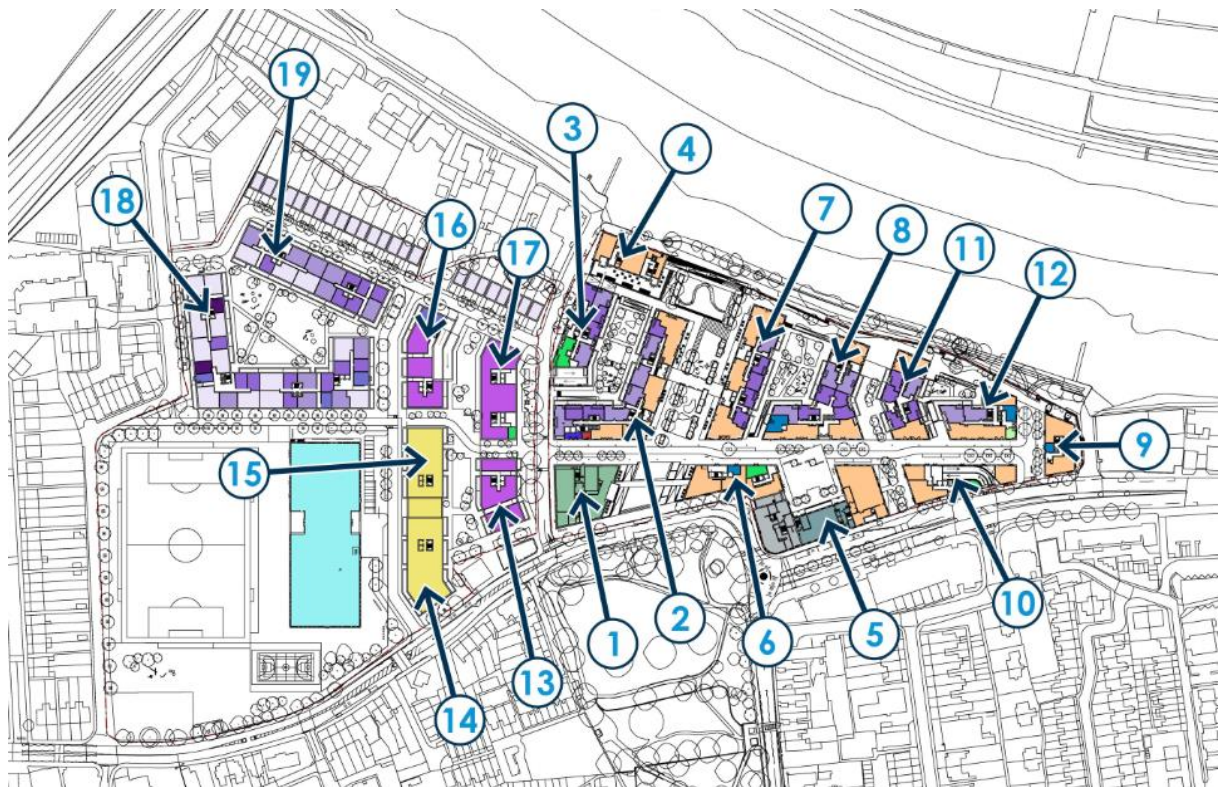


Figure 3.1 Masterplan including block numbers

3.1.10 A number of assumptions have been made when calculating the number of delivery and servicing trips according to land use, as the final land use of the flexible spaces have not yet been confirmed. These assumptions are:

- The northern frontages of Block 2, 7, 8, 11 and 12 comprise solely restaurant/café space overlooking the River Thames; and
- The southern frontage of Block 2 comprises solely restaurant/café space, due to its proximity to the cinema.
- The remaining commercial spaces have been split between retail/restaurant based on a likely worst case scenario.

3.1.11 Further assumptions have been made due to a lack of delivery and servicing trip rates for every Non-residential land use proposed at the development site. These assumptions are:

- The nursing home will have the same delivery and servicing trip rate as a hotel; and
- The school will receive 1 LGV and 1 HGV off-peak delivery and servicing trip per day.

3.1.12 The delivery and servicing trip generation associated with the East and West sides of the development can be seen in Table 3.1 and Table 3.2 respectively. Phase 2, to the west of Ship Lane, will be predominantly residential or Care Home units. This will have a lower servicing need than Development Area 1 as this contains a greater mix of land uses including many non-residential land uses. These land uses, such as retail, restaurant, community, boathouse, leisure and office, have a higher trip rate than residential uses. The following trips have been calculated based on a relevant trip rate for each individual land use.

Table 3.1 Delivery and Servicing Trips – Application A Development Area 1

Land Use	Quantum	Daily			AM Peak Trips (0800-0900)			PM Peak Trips (1800-1900)		
		LGV	HGV	TOTAL	LGV	HGV	TOTAL	LGV	HGV	TOTAL
A1 Supermarket	568	1	1	2	0	0	0	0	0	0
A1/A2 Retail	1274	6	4	11	1	2	3	1	0	1
A3 Café / Restaurant	1961	11	7	18	6	4	10	1	1	2
B1 Office	2424	1	6	7	0	1	1	0	0	0
C1 Hotel	1266	0	1	1	0	0	0	0	0	0
C3 Residential	453	181	18	199	18	2	20	9	1	10
D1 Community	854	3	1	4	1	0	1	0	0	0
D2 Leisure	2656	3	1	5	0	0	0	0	0	0
Total Trips (East)		206	39	245	26	9	35	11	2	13

Table 3.2 Delivery and Servicing Trips – Application A Development Area 2 and Application B (School)

Land Use	Quantum	Daily Trips			AM Peak Trips (0800-0900)			PM Peak Trips (1800-1900)		
		LGV	HGV	TOTAL	LGV	HGV	TOTAL	LGV	HGV	TOTAL
C2 Nursing Home	8450	0	7	7	0	1	1	0	0	0
C3 Residential	361	144	14	158	14	1	15	7	1	8
D1 Healthcare	748	2	0	2	0	0	0	0	0	0
D1 School	1298	2	1	3	0	0	0	0	0	0
Total Trips (West)		148	22	170	14	1	15	7	1	8

3.1.13 The overall delivery and servicing trip generation for the whole development site (east and west of Ship Lane) is shown in Table 3.3 below. The trip generation exercise indicates a total of 428 daily delivery and servicing trips associated with the Stag Brewery site; 51 of these are expected to occur in the morning peak hour, and 22 in the evening peak hour.

Table 3.3 Total Delivery and Servicing Trips for the Development Site

	Daily			AM Peak Trips (0800-0900)			PM Peak Trips (1800-1900)		
	LGV	HGV	TOTAL	LGV	HGV	TOTAL	LGV	HGV	TOTAL
Total Trips	354	61	415	40	10	50	18	3	21

Delivery and Servicing Trips - Residential

- 3.1.14 It is anticipated that the residential element of the development will have a variety of delivery and servicing needs. These include residents moving in (and out) of the units themselves, home grocery and internet shopping deliveries, and takeaway deliveries. However, it is expected that home grocery shopping trips will be minimal since the former Stag Brewery development could include a Supermarket where most residents will be expected to carry out some shopping. It is also thought that any residual home grocery deliveries will be timed to occur when residents are at home.
- 3.1.15 Residents will benefit from the on-site concierge service and delivery storage area being available for personal deliveries, which will reduce extra vehicle trips due to failed deliveries. Residents may also get some personal items delivered to their place of work or use click and collect services and locker banks to avoid missing the delivery. The frequency of these deliveries will vary depending on residents shopping and eating habits.

Vehicle Types

- 3.1.16 It is assumed that the Site will receive deliveries and be serviced by a range of different vehicle types including:
- Motorcycles (couriers);
 - Cars and vans up to 3.5 tonnes (LGVs);
 - HGVs over 3.5 tonnes including box vans and 7.5t – 18t rigid lorries (max 12m long);
 - Medium – large sized refuse vehicle (max 11m long)
- 3.1.17 Due to the masterplan aspiration of keeping streets pedestrian and cycle focused, the design of the development does not account for Articulated HGVs and the site management company will be responsible for ensuring vehicles of this size are not used to service the site.

Dwell Times

- 3.1.18 Dwell times will vary depending on vehicle type and the type of goods being delivered or collected or the type of service being carried out.
- 3.1.19 Based on previous experience, including survey work undertaken at a number of locations across London, the following average dwell times are considered robust for the different vehicle types identified above and types of delivery the various land uses will receive.

Table 3.4 Delivery Vehicle Types and Dwell Times

Vehicle Type	Dwell Time
Motorcycle (couriers)	0 – 10 minutes
Cars and vans up to 3.5 tonnes (LGVs)	0 – 15 minutes
HGVs over 3.5t up to 18t	5 – 30 minutes
Medium – large sized refuse vehicle	5 – 30 minutes

3.1.20 Dwell times for residential delivery trips will be minimised by the concierge and delivery storage service provided in each block. Deliveries for residents in each block can be combined into a single exchange.

3.1.21 Servicing trips will often require longer dwell times; potentially up to two hours.

Loading Bays

3.1.22 Several loading bays of different sizes based on the different land uses are located within the development.

3.1.23 Figure 3.2 shows the location of the loading bays throughout the development in drawing 38262/5501/76A which is also included in Appendix A.

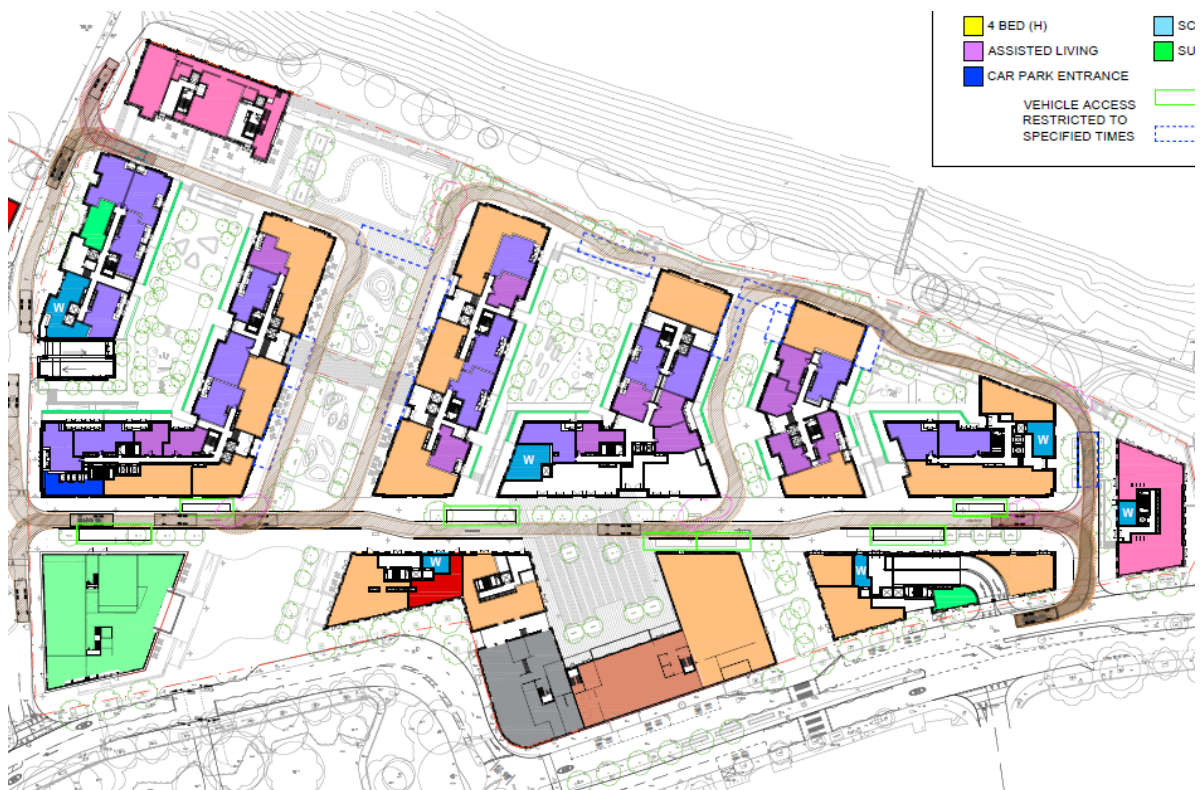


Figure 3.2 Location of Loading Bays in Green in Green

3.2 Waste and Recycling Separation and Storage

3.2.1 A separate Waste Management Strategy has been prepared by PBA and will be submitted as part of the application package. The key points relating to the waste strategy are as follows with the relevant site locations in brackets:

- Waste storage facilities for the residential uses are to be located within the underground car park (Application A Development Areas 1 and 2).
- An estate management company will be responsible for transferring waste from the underground stores to the surface for collection at specific collection points (Application A Development Areas 1 and 2).
- Waste and recycling will be collected on the same day, with two collections per week to be made (Application A Development Area 1).

- Based on discussions with LBRuT it has been confirmed that the development is to likely be the first stop on the waste collection route, due to the volume of waste required to be collected from the site.
- Non-residential waste collection will be subject to a separate regime but will be controlled by the management company to ensure that it operates efficiently and that collections are timed to avoid peak traffic hours. In addition, on sensitive parts of the site waste collection will occur early in the day to minimise conflicts with pedestrians and cyclist's times.

4 Delivery and Servicing Management

4.1 Introduction

- 4.1.1 This section outlines the overarching measures and initiatives included within the DSP which are applicable to all land uses provided within the development site. Specific measures relating to certain land uses are identified as such.
- 4.1.2 The DSP will specifically aim to ensure that servicing of the development can be carried out safely and efficiently, without creating any negative impacts upon the local highway network, local residents and commercial occupiers within the site, and the environment.
- 4.1.3 In accordance with TfL's best practice guidance contained within their document entitled 'Managing Freight Effectively: Delivery and Servicing Plans' the proposed management measures and initiatives have been grouped into the following categories. Each of these are considered in turn below:
- Design and Access;
 - Procurement Strategy;
 - Operational Efficiency; and
 - Waste and Recycling Management.

4.2 Design and Access

- 4.2.1 The development has been designed to ensure that delivery and servicing activity can take place safely, efficiently and away from the public highway. The estate and car parks will be actively managed by a management company with responsibility for ensuring that the agreed delivery and servicing regime is implemented.
- 4.2.2 Loading facilities should be positioned to minimise the transfer distance from vehicle to the delivery point. As the volume, value or weight of the goods to be delivered increases, the distance from the premises that the driver will be prepared to stop is reduced. Bays should therefore be located adjacent to the delivery point where possible; this is particularly important for the units receiving deliveries of beer kegs/casks.
- 4.2.3 HGV deliveries to retail units can last up to 60 minutes, in which time a LGV may also need to make a delivery to the retail unit/residential units above. Retail units expecting HGV deliveries will therefore require delivery bays with capacity for two vehicles to be loaded/unloaded at one time; 1 LGV and 1 HGV, and also provide tail lift space (around 2m).
- 4.2.4 Due to the additional dwell time associated with servicing trips, residential servicing trips should be encouraged to use the underground parking in Development Area 2 and this will be required in Development Area 1. However, a 2.4m height restriction on entry to the car park prevents any vehicle over 2.4m from using this option. Parking spaces will need to be designated for servicing vehicles in the underground car park in either the residential or non-residential spaces.
- 4.2.5 The new high street within the development, known as Thames Street, will run parallel to Mortlake High Street/Lower Richmond Road to the east of Ship Lane. This street will be one-way and have restricted access controlled by bollards. Four marked off-street loading zones will be located along this street to provide delivery and servicing bays to the various land uses. These are clearly marked to reduce conflict with pedestrians. Land uses along the river front will be serviced from informal bays with less markings.

- 4.2.6 As part of the design process considerable care has been taken to ensure that the access arrangements provide for easy access for servicing vehicles to the different parts of the Site and that there are sufficient servicing bays to meet likely needs. A detailed vehicle tracking exercise has been undertaken to ensure that the various bays can be accessed by the appropriate vehicle. It was decided at an early stage in the design that it would be inappropriate for articulated vehicles to be used to access properties within the Site. Contracts with end users will therefore specifically exclude the use of such vehicles.
- 4.2.7 The overall highway proposals for the Stag Brewery scheme are shown on Drawings 38262/5501/51C and 38262/5501/58D (Appendix B). They consist of:
- An increase in capacity at the Chalkers corner junction with an increase from two lanes to three at the Lower Richmond Road arm of the junction; and
 - A number of new crossings, 20mph zone and surface treatment along Lower Richmond Road and Mortlake High Street.
- 4.2.8 Further details on the specific changes are included within the Transport Assessment.
- 4.2.9 It is proposed that all deliveries, servicing and drop-offs/pick-ups will be managed to ensure the proposed designated areas are sufficient to meet the needs of the mix of land uses within the development proposals.
- 4.2.10 Appendix C provides tracking drawings for the following vehicle types confirming their ability to circulate the Site:
- Phase 1 - artic, 10m rigid, dust cart, fire engine, 12m bus (on Mortlake High Street) and car
 - Phase 2 & school - pantehnicon, refuse truck and coach

4.3 Procurement

- 4.3.1 Occupants of the commercial onsite uses will look to use their procurement processes to give preference to contract suppliers registered with a best practice scheme, such as the Freight Operator Recognition Scheme (FORS). They will also be encouraged to utilise local suppliers where practicable, reduce ordering frequency by maximising the use of on-site storage space and where possible coordinate deliveries and ask suppliers to group deliveries together as much as possible.

Click and Collect

- 4.3.2 Residents will be encouraged to consider the use of services such as Click and Collect and local collection points when ordering goods for home delivery. This will be achieved through promoting such services through this FDSMP and the Residential Travel Plan.
- 4.3.3 Click and Collect and local collection points provide an alternative to having deliveries sent to residents' homes. This can help reduce the number of missed deliveries (particularly during the day) and subsequently reduce delivery and servicing trips overall. There are a number of different Click and Collect options provided by an ever growing number of retailers including getting goods delivered to your nearest store (for that retailer or an associate retailer) or using a service such as Collect Plus.
- 4.3.4 As shown in Figure 4.1 there are a number of Collect Plus locations in Mortlake and the wider area, which will enable residents to take advantage of such a service and help improve delivery efficiency.



Figure 4.1 Collect Plus Locations near Mortlake

4.4 Home Grocery Deliveries

4.4.1 As mentioned previously it is expected that home grocery shopping trips will be minimal since the development site will include a supermarket in which most residents are expected to do their grocery shopping. It is also expected that any residual home grocery deliveries will be timed to occur when residents are at home.

4.5 Operational Efficiency

Facilities Management Team

4.5.1 The on-site facilities management team (FMT) will be available to assist with delivery and servicing at the Site. The FMT and LBRuT refuse team will liaise to coordinate the refuse collection process and agree the collection days / times and process.

4.5.2 The FMT will also be owners of the DSP and will be responsible for its implementation.

Concierge Service

4.5.3 A concierge service will potentially be available to residents 24/7, and located within each block containing residential units. The concierge will be able to take receipt of deliveries on behalf of residents and store them in the delivery storage. This service will enable residential deliveries to be made during the day and also out of hours and will help reduce the number of potential missed home deliveries. This in turn will subsequently help reduce the number of home delivery trips associated with the development.

Out of Hours Deliveries / Unattended Deliveries

- 4.5.4 As stated above the Concierge Service will potentially be available 24/7 and can take receipt of deliveries on behalf of residents. This will therefore potentially make it possible for the deliveries to take place around the clock in particular when residents are otherwise not available. This facility will help reduce the need for deliveries to be made during peak network hours and will also help reduce the number of potential missed home deliveries.
- 4.5.5 The final arrangements for any potential out of hours' deliveries will need to be agreed with the concierge service team and will need to be looked at in the context of potential noise issues due to the proximity of residential dwellings.
- 4.5.6 Thenon-residential uses at the site will receive some deliveries out of hours; where possible suppliers will be encouraged to deliver out of hours to help avoid network peaks.

Delivery Management System

- 4.5.7 A Delivery Management System (DMS) will be used to manage the loading bays. This will ensure suppliers forward plan and pre-book deliveries with the estate management company who will control access as much as possible, although it is anticipated that it might not be possible to capture all deliveries and collections such as ad-hoc couriers and waste collections. The DMS will be paper based and the number of delivery slots can be controlled and allocated, and where necessary limited by vehicle dwell time and turn over in the scene dock and loading bay to avoid conflicts occurring.

4.6 Waste and Recycling Management

- 4.6.1 To the east of Ship Lane (Application A – Development Area 1),, bin stores will be located beneath ground level. Bins will be wheeled to street level at the collection points at collection times by the FMT. Refuse collection will occur along Thames Street; all collection points within Development Area 1 will be located within 20m from where the rear of the refuse lorry can safely stop, as required by LBRuT. The location of bin stores and collection points is shown in Appendix A. Refuse vehicles will therefore be able to enter the site at the south-east corner of the development, and drive along Thames Street to collect all refuse from the east side of the development. A reversing manoeuvre may be required to access the bin store at Block 12.

(Application A – Development Area 2), ,

The exact unit numbers/mix of units / land uses are applied for in outline and detail will be secured via future reserved matters submissions. Therefore, whilst we can set out a high level estimate of trips and how these will be managed now, the exact detail will need to be secured via Reserved Matters applications

- 4.6.2 The school (Application B) will have its own separate waste storage unit and will be serviced by a separate refuse truck. A specific school loading bay will be used to carry this out. Again, servicing trips will be managed in order to avoid school pick up and drop off times.

5 Monitoring and Management

- 5.1.1 The FDSMP will be owned by the Estate Management Operator a dedicated member of the FMT such as the concierge or travel plan coordinator. This person will be responsible for managing and monitoring its implementation.
- 5.1.2 It will be this person's responsibility to ensure the FDSMP is functioning correctly. The FDSMP management and monitoring process including meetings, reports and liaison will tie in with the overall management of the Site.
- 5.1.3 Monthly reviews of vehicle activity will be held between the on-site management team and any issues can then be resolved or escalated as required. The DMS will be the primary monitoring tool with daily and weekly schedules and monthly reports used to monitor delivery activity, compliance with requirements and remedial actions taken such as warning contractors of their obligations should a breach occur.
- 5.1.4 Reports confirming the level of delivery and servicing activity occurring at the Site can be provided to LBRuT if deemed necessary.

Appendix A Loading Bay Drawing

Appendix B Highway Proposal Drawings

Appendix C Delivery and Servicing Tracking