



# **Stag Brewery, Mortlake**

## **Framework Delivery and Servicing Management Plan**

For Reselton Properties

March 2022

## Document Control Sheet

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# 1 Introduction

## 1.1 Overview

1.1.1 This Framework Delivery and Servicing Management Plan (FDSMP) has been prepared by Stantec on behalf of Reselton Properties Limited (“the Applicant”) in support of two linked planning applications (“the 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 A summary of the Applications is set out below:

- **Application A** - “Hybrid application to include the demolition of existing buildings to allow for comprehensive phased redevelopment of the site:

Planning permission is sought in detail for works to the east side of Ship Lane which comprise:

- a) Demolition of existing buildings (except the Maltings and the façade of the Bottling Plant and former Hotel), walls, associated structures, site clearance and groundworks.
- b) Alterations and extensions to existing buildings and erection of buildings varying in height from 3 to 9 storeys plus a basement of one to two storeys below ground.
- c) Residential apartments
- d) Flexible use floorspace for:
  - i. Retail, financial and professional services, café/restaurant and drinking establishment uses
  - ii. Offices
  - iii. Non-residential institutions and community use
  - iv. Boathouse
- e) Hotel / public house with accommodation
- f) Cinema
- g) Offices
- h) New pedestrian, vehicle and cycle accesses and internal routes, and associated highway works
- i) Provision of on-site cycle, vehicle and servicing parking at surface and basement level
- j) Provision of public open space, amenity and play space and landscaping
- k) Flood defence and towpath works
- l) Installation of plant and energy equipment

Planning permission is also sought in outline with all matters reserved for works to the west of Ship Lane which comprise:

- a) The erection of a single storey basement and buildings varying in height from 3 to 8 storeys
- b) Residential development
- c) Provision of on-site cycle, vehicle and servicing parking
- d) Provision of public open space, amenity and play space and landscaping
- e) New pedestrian, vehicle and cycle accesses and internal routes, and associated highways works”

- **Application B** - “Detailed planning permission for the erection of a three-storey building to provide a new secondary school with sixth form; sports pitch with floodlighting, external

MUGA and play space; and associated external works including landscaping, car and cycle parking, new access routes and other associated works”

- 1.1.3 Together, Applications A and B described above comprise the ‘Proposed Development’.
- 1.1.4 In addition to this TA, the Planning Application is accompanied by a Framework Delivery & Servicing Plan, Waste Management Plan, Car Park Management Plan and Travel Plans, which should be read in conjunction with this document.

## 1.2 Planning History

- 1.2.1 The current applications follow earlier planning applications which were refused by the Greater London Authority and the GLA. The refused applications were for:
  - **Application A** – hybrid planning application for comprehensive mixed-use redevelopment of the former Stag Brewery site consisting of:
    - 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** – 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.
- 1.2.2 The LBRuT (the Council) resolved to grant planning permission for Applications A and B but refuse Application C.
- 1.2.3 Following the LBRuT’s resolution to approve the Applications A and B, the Mayor called-in the Applications and became the determining authority. The Mayor’s reasons for calling in the Applications were set out in his Stage II letter (dated 4 May 2020) but specifically related to concerns regarding what he considered was a low percentage of affordable housing being proposed for the Site and the need to secure a highways solution for the scheme following the LBRuT’s refusal of Application C.
- 1.2.4 Working with the Mayor’s team, the Applicant sought to meaningfully respond to the Mayor’s concerns on the Applications. A summary of the revisions to the scheme made and submitted to the GLA in July 2020 is as follows:
  - Increase in residential unit provision from up to 813 units to up to 1,250 units;
  - Increase in affordable housing provision from (up to) 17%, to 30%;
  - Increase in height for some buildings of up to three storeys;
  - Change to the layout of Blocks 18 and 19, conversion of Block 20 from a terrace row of housing to two four storey buildings;
  - Reduction in the size of the western basement, resulting in an overall car parking spaces reduction of 186 spaces and introduction of an additional basement storey under Block 1;
  - Internal layout changes and removal of the nursing home and assisted living in Development Area 2;

- Landscaping amendments, including canopy removal of four trees on the north west corner of the Site; and
- Alternative options to Chalkers Corner, in order to mitigate traffic impacts through works to highway land only and allow the withdrawal of Application C.

1.2.5 The application was amended to reflect these changes.

1.2.6 Notwithstanding this, and despite GLA officers recommending approval, the Mayor refused the applications in August 2021.

1.2.7 The Mayor's reasons for refusal in respect of Application A were:

- height, bulk and mass, which would result in an unduly obtrusive and discordant form of development in this 'arcadian' setting which would be harmful to the townscape, character and appearance of the surrounding area;
- heritage impact. The proposals, by reason of its height, scale, bulk and massing would result in less than substantial harm to the significance of several listed buildings and conservation areas in the vicinity. The Mayor considered that the less than substantial harm was not clearly and convincingly outweighed by the public benefits, including Affordable Housing, that the proposals would deliver;
- neighbouring amenity issues. The proposal, by reason of the excessive bulk, scale and siting of Building 20 and 21 in close proximity to the rear of neighbouring residential properties in Parliament Mews and the rear gardens of properties on Thames Bank, would result in an unacceptable overbearing an unneighbourly impact, including direct overlooking of private amenity spaces. The measures in the Design Code would not sufficiently mitigate these impacts; and
- no section 106 agreement in place.

1.2.8 Application B was also refused because it is intrinsically linked with Application A and therefore could not be bought forward in isolation.

### The Proposed New Scheme

1.2.9 This 3rd iteration of the scheme seeks to respond directly to the Mayors reasons for refusal and in doing so also addresses number of the concerns raised by the LBRuT.

1.2.10 The amendments can be summarised as follows:

- A revised energy strategy is proposed in order to address the London Plan (2021) requirements;
- Several residential blocks have been reduced in height to better respond to the listed buildings along the Thames riverfront and to respect the setting of the Maltings building, identified as a Building of Townscape Merit (BTM) by the LBRuT;
- Reconfiguration of layout of Buildings 20 and 21 has been undertaken to provide lower rise buildings to better respond to the listed buildings along the Thames riverfront; and
- Chalkers Corner light highways mitigation works.

1.2.11 The school proposals (submitted under 'Application B') are unchanged. The Applicant acknowledges LBRuT's identified need for a secondary school at the Site and the applications continue to support the delivery of a school. It is expected that the principles to be agreed under



the draft Community Use Agreement (CUA) will be the same as those associated with the refused school application (LBRuT ref: 18/0548/FUL, GLA ref: GLA/4172a/07)..

1.2.12 Overall, it is considered that together, the Applications respond successfully to the concerns raised by the GLA which also reflect some of the concerns raised by stakeholders in respect of the previous schemes and during pre-application discussions on the revised Proposed Development. As a result, it is considered that the scheme now represents a balanced development that delivers the principle LBRuT objectives from the Site.

### 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.

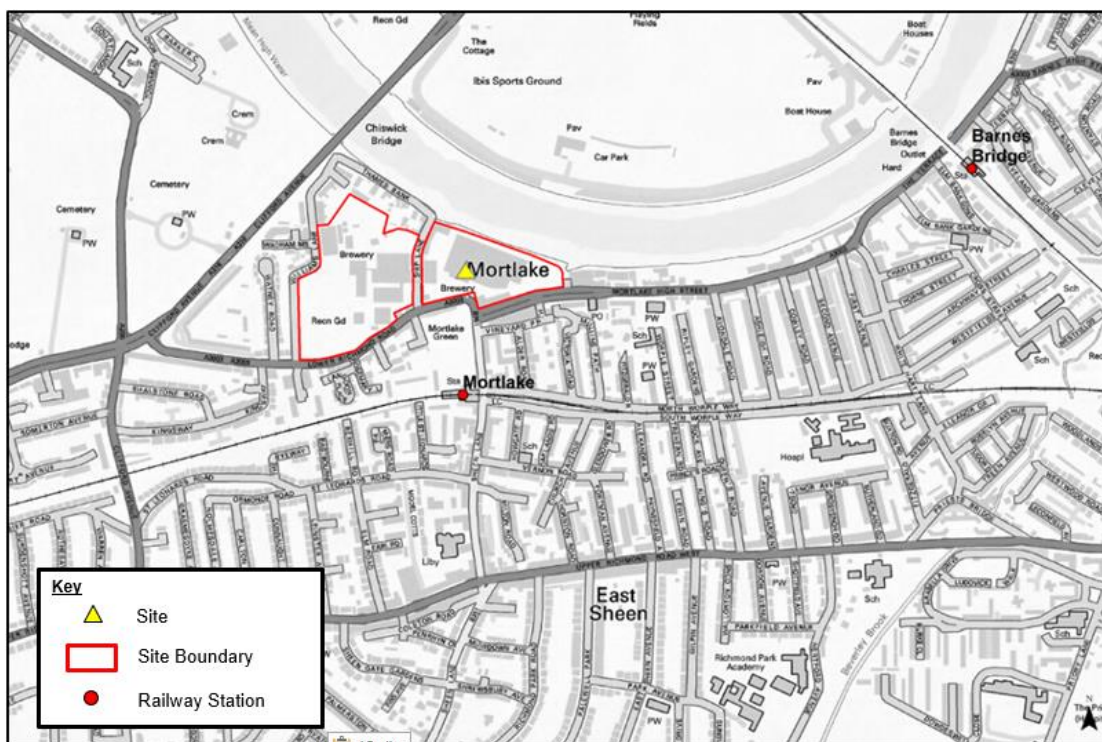
## 2 Site Information

### 2.1 Site Location

2.1.1 The former Stag Brewery site is 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 west and Bulls Alley (off Mortlake High Street) to the east. The Site is bisected by Ship Lane. The Site currently comprises of 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's main entrances are 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 HGVs to the large buildings located within the northwest 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 Mortlake High Street borders the southern boundary of the development. 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 Hammersmith Bridge, to the north east of the site via Castelnau, is temporarily closed but is expected to re-open in future by the development is operational.
- 2.2.6 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 redevelopment proposals for the Site are for a mixed use, residential led development. In addition to the residential and secondary school a number of other uses are also proposed for the site. Table 2-1 below demonstrates the proposed development size for each land use.

Table 2-1: Stag Brewery Development Quanta

Land Use	Development Quanta
Total Residential	1,085 units
<b>Detailed Application – Application A (Development Area 1)</b>	
Residential (private and affordable)	558 units
Flexible Use (for use as Class A1, A2, A3, A4, B1, D1, D2 and sui generis)	4,839 m <sup>2</sup> (GIA)
Office	4,547 m <sup>2</sup> (GIA)
Hotel	1,765 m <sup>2</sup> (GIA)
Cinema	1,606 m <sup>2</sup> (GIA)
<b>Outline Application - Application A (Development Area 2)</b>	
Residential (private and affordable)	527 units
<b>Application B</b>	
School	9,319 m <sup>2</sup> (GIA) (approximately 1,200 pupils)

- 2.3.2 Of the total residential units (1,085), the development will provide 872 private units and up to 213 affordable units.
- 2.3.3 The development will be delivered in separate phases. To the east of Ship Lane (Application A – Development Area 1, detailed application), the development will comprise a mix of land uses including residential, retail, leisure, offices and community spaces. To the west of Ship Lane

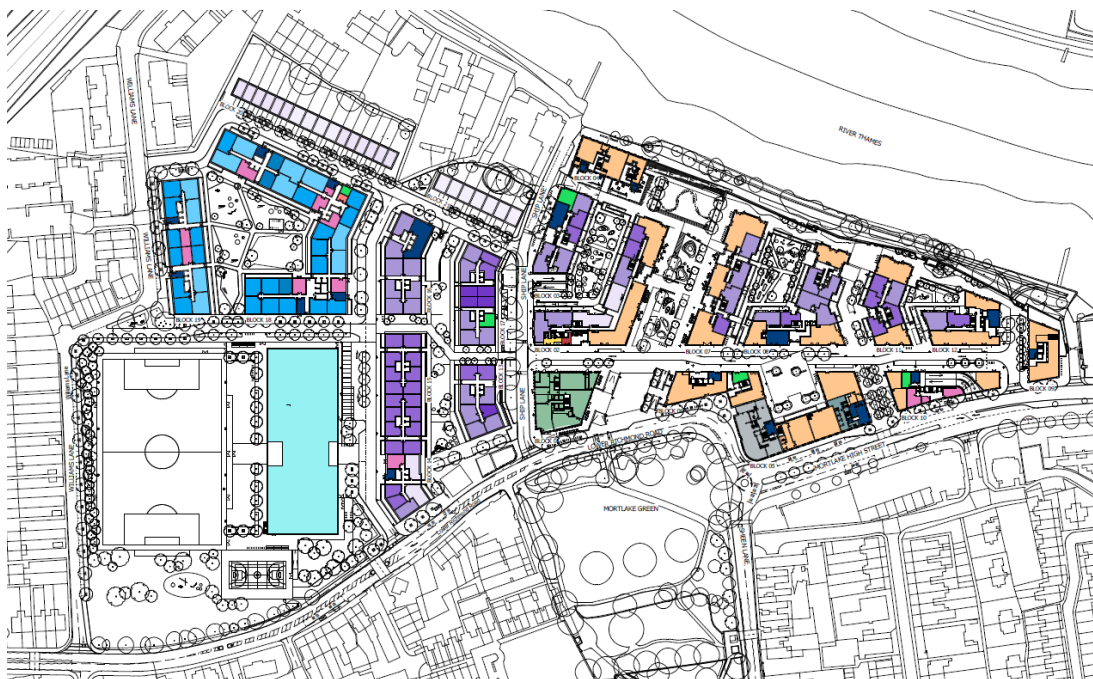
(Application A – Development Area 2, outline application), the development will consist of residential units. Application B comprises of a new secondary school.

## 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 The brewery which previously occupied the Site ceased brewing operations in December 2015, with decommissioning works until 2017 and so, subsequently there has been limited delivery and servicing arrangements activity associated with the Site.
- 3.1.3 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.
- 3.1.4 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 TRICS sites, as well as comparable developments that have been reviewed as part of Stantec's development planning work across London.
- 3.1.5 Likely trip rates for the residential element of the development have been calculated using a comparison of other residential sites in London. 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 and bicycle trips, which have not been included in this exercise.
- 3.1.6 Figure 3-1 provides a plan identifying the various blocks that will comprise the new development.

Figure 3-1: Proposed Masterplan – Ground Floor



- 3.1.7 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 for the flexible land use space are as follows in Table 3-1.

The assumptions have been set out to provide a worst case in terms of the number of trips expected with these land uses. These include a minimum office floor space of 2,000sqm, 750 sqm of retail for the supermarket and the remaining as café / restaurants which would generate the largest delivery and servicing daily trips.

Table 3-1 Flexible Land Use Assumptions

Land Use	Quantum (m <sup>2</sup> or units)
Office	2,000 m <sup>2</sup>
Retail	750 m <sup>2</sup>
Café/Restaurant	2,089 m <sup>2</sup>
<b>Total Flexible Use</b>	<b>4,839 m<sup>2</sup></b>

3.1.8 Further assumptions have been made due to a lack of delivery and servicing trip rates for the school. These assumptions are:

- The school will receive 2 LGV and 1 HGV off-peak delivery and servicing trips per day.

3.1.9 The delivery and servicing trip generation associated with the East and West sides of the development can be seen in Table 3-2 and Table 3-3 respectively. Development Area 2, to the west of Ship Lane, will be solely residential. 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 3-2 Delivery and Servicing Trips – Application A Development Area 1

		Daily			AM Peak Trips (08:00-09:00)			PM Peak Trips (18:00-19:00)		
Land Use	Quantum	LGV	HGV	TOTAL	LGV	HGV	TOTAL	LGV	HGV	TOTAL
Flexible Use (Worst Case)	4,839 m <sup>2</sup>	28	18	46	1	1	2	1	0	1
B1 Office	4,547 m <sup>2</sup>	3	10	13	0	1	1	0	0	0
C1 Hotel	1,765 m <sup>2</sup>	0	1	1	0	0	0	0	0	0
C3 Residential	558 units	143	27	170	7	1	9	3	1	3
D2 Cinema	1,606 m <sup>2</sup>	2	1	3	0	0	0	0	0	0
<b>Total Trips (East)</b>		<b>175</b>	<b>58</b>	<b>234</b>	<b>9</b>	<b>3</b>	<b>12</b>	<b>4</b>	<b>1</b>	<b>5</b>

Table 3-3 Delivery and Servicing Trips – Application A Development Area 2 and Application B (School)

Land Use	Quantum	Daily Trips			AM Peak Trips (08:00-09:00)			PM Peak Trips (18:00-19:00)		
		LGV	HGV	TOTAL	LGV	HGV	TOTAL	LGV	HGV	TOTAL
C3 Residential	527 units	135	26	161	7	1	8	3	1	3
D1 School	1,200 (pupils)	2	2	4	0	0	0	0	0	0
<b>Total Trips (West)</b>		<b>137</b>	<b>28</b>	<b>165</b>	<b>7</b>	<b>1</b>	<b>8</b>	<b>3</b>	<b>1</b>	<b>3</b>

3.1.10 The overall delivery and servicing trip generation for the whole development site (east and west of Ship Lane) is shown in Table 3-4 below. The trip generation exercise indicates a total of 308 daily delivery and servicing trips associated with the Stag Brewery site; 19 of these are expected to occur in the morning peak hour, and 8 in the evening peak hour.

Table 3-4 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
<b>Total Trips</b>	<b>308</b>	<b>85</b>	<b>394</b>	<b>15</b>	<b>4</b>	<b>19</b>	<b>6</b>	<b>2</b>	<b>8</b>

3.1.11 Notably the delivery and servicing trips have reduced by 21 vehicles per day from the GLA call in scheme. This includes a reduction of 31 AM peak hour and 13 PM peak hour delivery and servicing vehicles on the network.

### Delivery and Servicing Trips - Residential

3.1.12 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 Proposed 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.

3.1.13 Private residents will benefit from the on-site concierge service and a delivery storage area will be 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

3.1.14 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);
- Medium – large sized refuse vehicle (max 11m long); and

- HGVs over 3.5 tonnes including box vans and 7.5t – 18t rigid lorries (max 12m long).

3.1.15 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

3.1.16 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.

3.1.17 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 3-5 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
Medium – large sized refuse vehicle	5 – 30 minutes
HGVs over 3.5t up to 18t	5 – 30 minutes

3.1.18 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.

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

### Loading Bays

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

3.1.21 Figure 3-2 shows the location of the loading bays throughout the development in drawing 38262/5520/04 which is also included in Appendix A. Two vehicles have been assessed, which includes a van (7.3m length) and a HGV rigid (10m) which are represented in colours yellow and orange on the plan respectively.



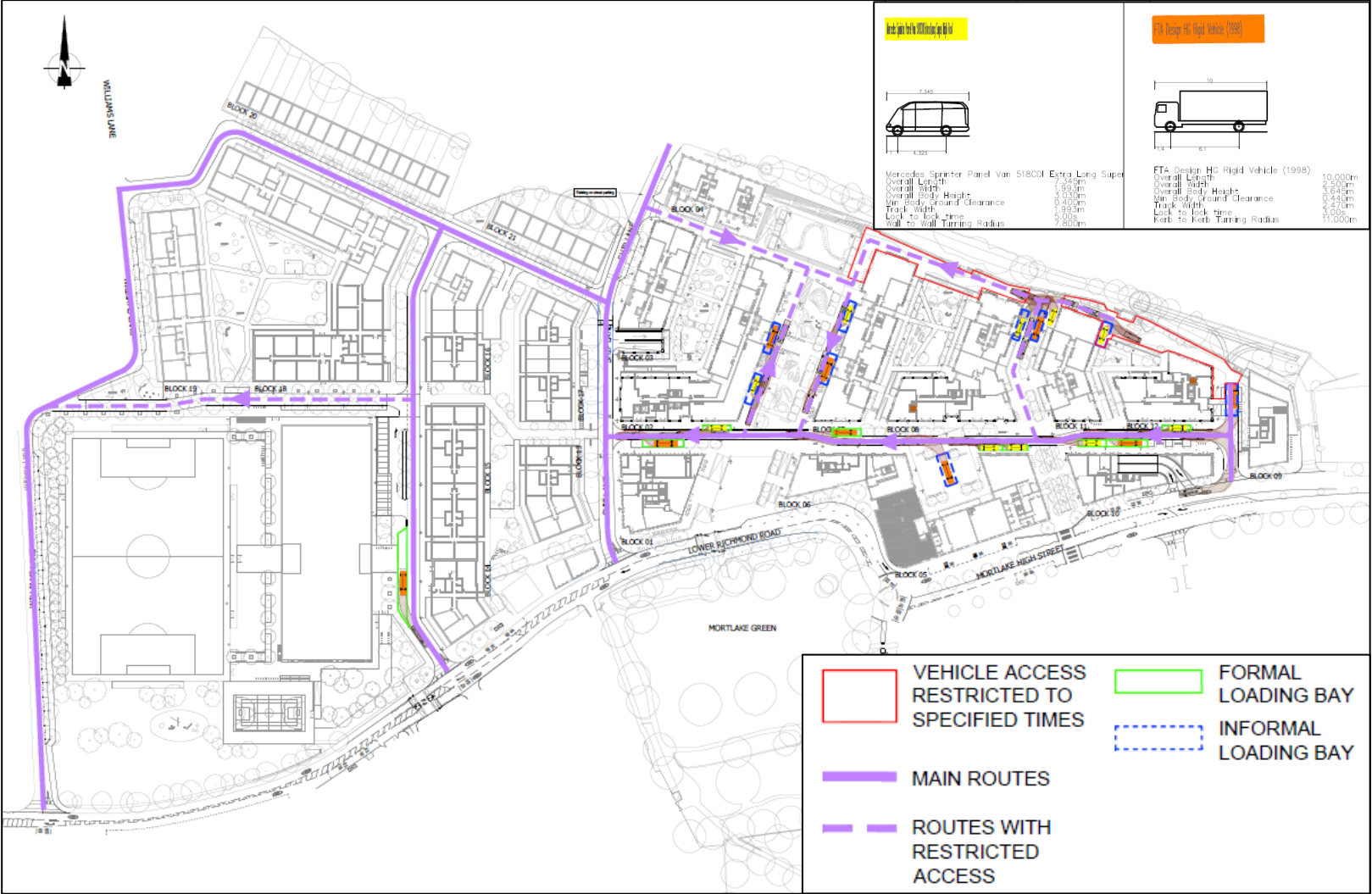


Figure 3-2: Location of Loading Bay

## 3.2 Waste and Recycling Separation and Storage

3.2.1 A separate Waste Management Strategy has been prepared by Stantec 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 predominantly located within the underground car park (Application A Development Areas 1 and 2). Blocks 2, 3, 7, 8, 11 and 12 are provided at underground whilst blocks 4, 5, 6, 9 and 10 are provided at ground level;
- 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 Areas 1 and 2);
- Based on discussions with LBRuT it has been confirmed that the development is likely to 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; and
- Non-residential waste storage will be contained within the individual units and the storage areas will be determined by the end user requirements.

## 4 Delivery and Servicing Management

### 4.1 Introduction

- 4.1.1 This section outlines the overarching measures and initiatives included within the FDSMP 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 FDSMP 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 Proposed 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 for the private element of the development will be actively managed by a management company with responsibility for ensuring that the agreed delivery and servicing regime is implemented. This management is for the private units only.
- 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 an 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 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 1 and on street within Development Area 2. 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 (if residents have space allocated) or non-residential spaces.
- 4.2.5 The new high street within the Proposed 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 Drawing 38262/5520/02 (Appendix B). They consist of:
- A number of new crossings, 20mph zone and surface treatment along Lower Richmond Road and Mortlake High Street; and
  - The General Arrangement for Phases 1 and 2
- 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 (38262/5520/05 to 38262/5520/14) for the following vehicle types confirming their ability to circulate the Site:
- Development Area 1 - artic, 10m rigid, dust cart, fire engine, 12m bus (on Mortlake High Street) and car; and
  - Development Area 2 & school - pantehnicon, refuse truck and school bus.
- 4.2.11 Maintenance access to the river wall for a lorry and small crane has been provided. This was a requirement by the Environment Agency (EA) which has been included in the submitted design.

### 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 (RTP).
- 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 Delivery

- 4.4.1 As mentioned previously it is expected that home grocery shopping trips will be minimal since the development site could include a supermarket in which most residents are expected to do their grocery shopping. It is also expected that any internet 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 although this service is only available for the Private Units. 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 be available to private residents 24/7 and located within each block containing private 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 The non-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 for blocks 2, 3, 7, 8, 11 and 12 and at ground floor level for blocks 4, 5, 6, 9 and 10. 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.
- 4.6.2 For 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. At a high level, it is known, following discussions with LBRuT, that all of the flats in Development Area 2 comprising affordable housing, will have their waste storage areas located on the ground floor in each building. This design decision was raised by LBRuT in case there will not be a Facilities Management Team present to coordinate the management and movement of household bins from the basement levels to ground floor levels in the affordable housing units.
- 4.6.3 The school (Application B) will have its own separate waste storage unit and will be serviced by a separate refuse truck. A dedicated school loading bay will be provided. Again, servicing trips will be managed in order to avoid school pick up and drop off times. A plan (38262/5520/13) showing this is included in Appendix D.

## 5 Monitoring and Management

- 5.1.1 The FDSMP will be owned by the Estate Management Operator and managed by 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 will include meetings, reports and liaison with the overall management of the Site. The operator will also be responsible for updating the FDSMP to ensure it is appropriate and up to date for the intended use.
- 5.1.3 Monthly reviews of vehicle activity will be held between the on-site management team and any issues will 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 will be provided to LBRuT if deemed necessary.

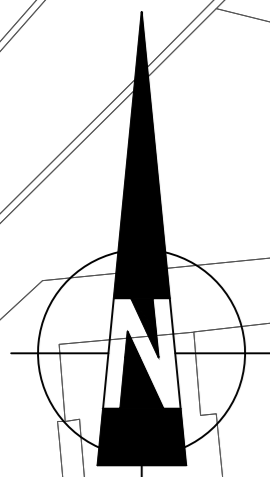
## 6 Summary and Conclusions


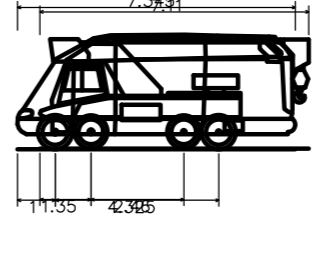
### 6.1 Summary

- 6.1.1 In summary, this Framework Delivery and Servicing Management Plan (FDSMP) has been produced by Stantec in support of two linked planning applications for the comprehensive redevelopment of the former Stag Brewery Site in Mortlake. The Site is situated within the London Borough of Richmond Upon Thames (LBRuT).
- 6.1.2 The report covers both the delivery and servicing proposals and how delivery and servicing trips will be managed across the site. The report also covers waste and recycling management and how these collections will be made. Finally, the report details how these trips will be monitored once the site is occupied.
- 6.1.3 The FDSMP concludes that the layout of the development is adequate for the movement of delivery and servicing vehicles and the loading areas provided are suitable for the development. Vehicle swept paths have been undertaken for all vehicle types expected to use the development and show that all vehicles can manoeuvre around the site without any difficulty.


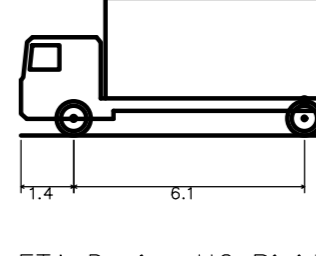


# Appendix A Loading Bay Drawings



Microbus  
Overall Length: 7.250m  
Overall Width: 2.500m  
Overall Body Height: 3.200m  
Min Body Ground Clearance: 0.200m  
Track Width: 1.900m  
Lock to Lock Time: 5.400s  
Water to Water Turning Rpt. Radius: 7.2500m

FTA Design HG Rigid Vehicle (1998)  
Overall Length: 10.000m  
Overall Width: 2.500m  
Overall Body Height: 3.640m  
Min Body Ground Clearance: 0.440m  
Track Width: 2.470m  
Lock to Lock Time: 5.000s  
Kerb to Kerb turning Radius: 11.000m

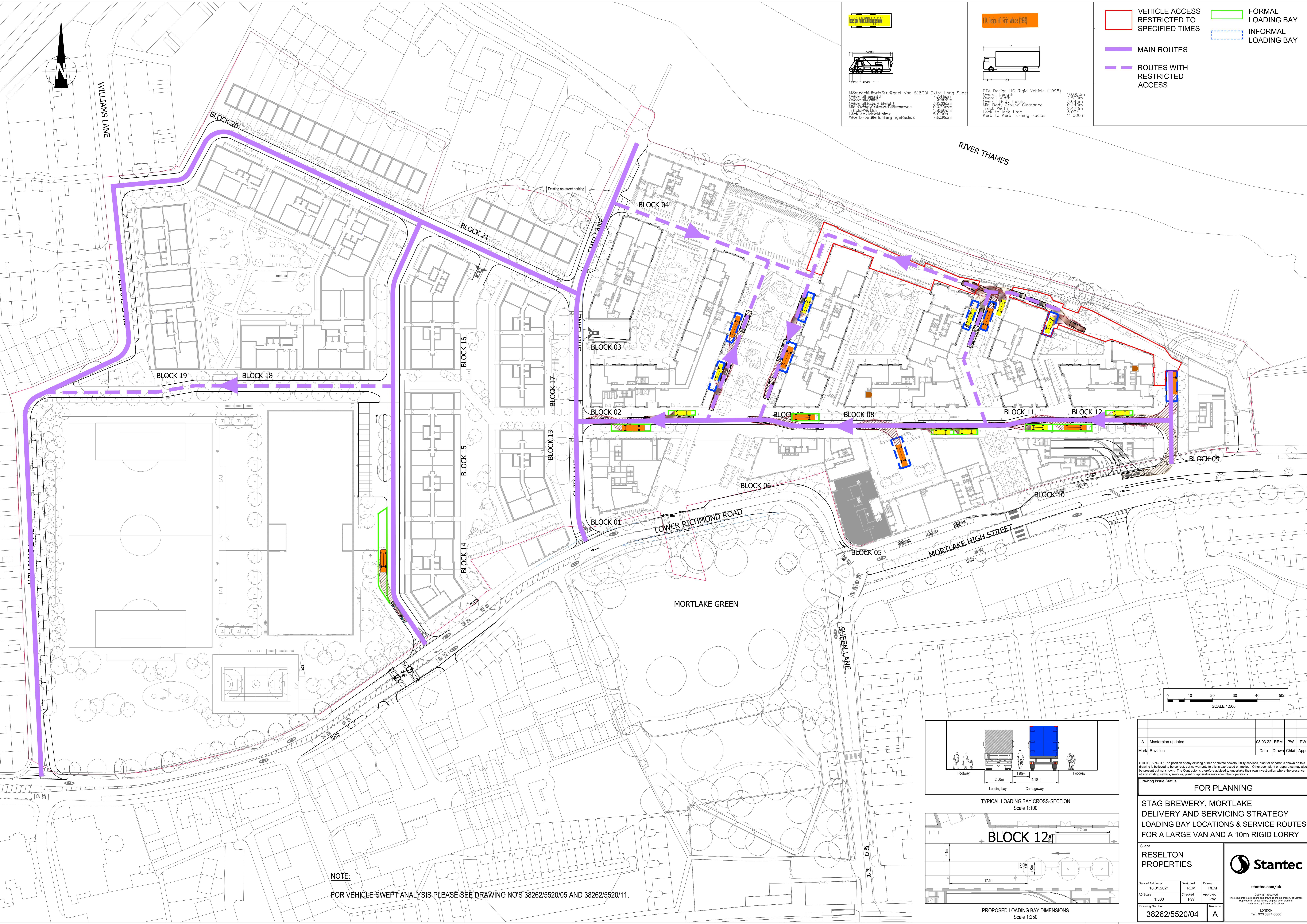
**VEHICLE ACCESS RESTRICTED TO SPECIFIED TIMES**

**MAIN ROUTES**

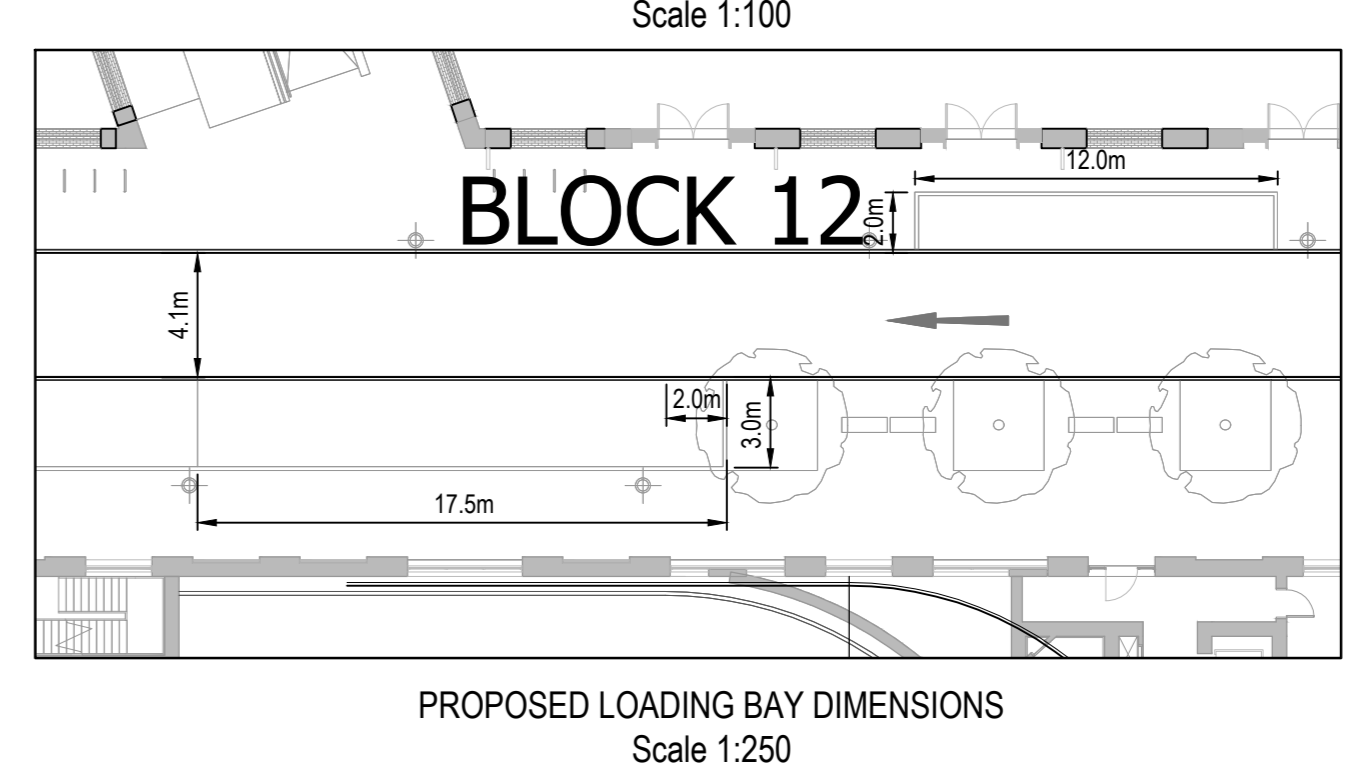
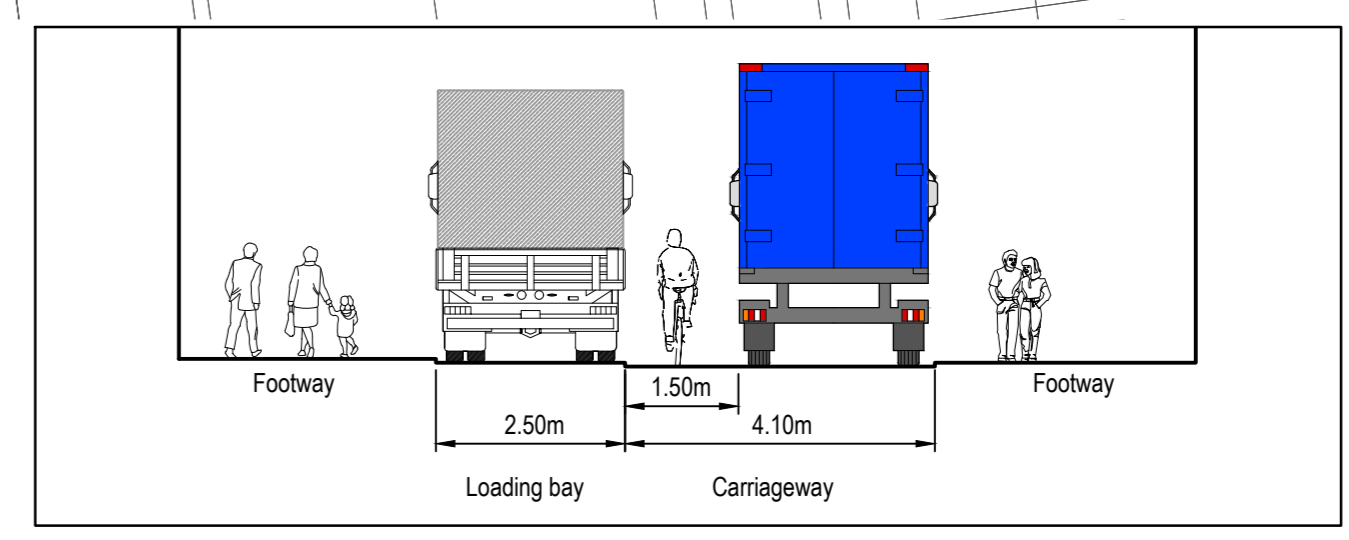
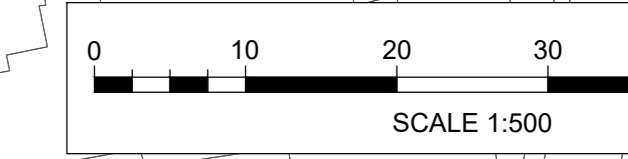
**ROUTES WITH RESTRICTED ACCESS**

**FORMAL LOADING BAY**

**INFORMAL LOADING BAY**



NOTE:  
FOR VEHICLE SWEEP ANALYSIS PLEASE SEE DRAWING NO'S 38262/5520/05 AND 38262/5520/11.



A	Masterplan updated	03.03.22	REM	PW	PW
Mark	Revision	Date	Drawn	Chkd	Appd

UTILITIES NOTE: The position of any existing public or private sewers, utility services, plant or apparatus shown on this drawing is believed to be correct, but no warranty is made in respect of this. Other such plant or apparatus may also be present but not shown. The Contractor is therefore advised to undertake their own investigation where the presence of any existing sewers, services, plants or apparatus may affect their operations.

Drawing Issue Status: **FOR PLANNING**

**STAG BREWERY, MORTLAKE  
DELIVERY AND SERVICING STRATEGY  
LOADING BAY LOCATIONS & SERVICE ROUTES  
FOR A LARGE VAN AND A 10m RIGID LORRY**

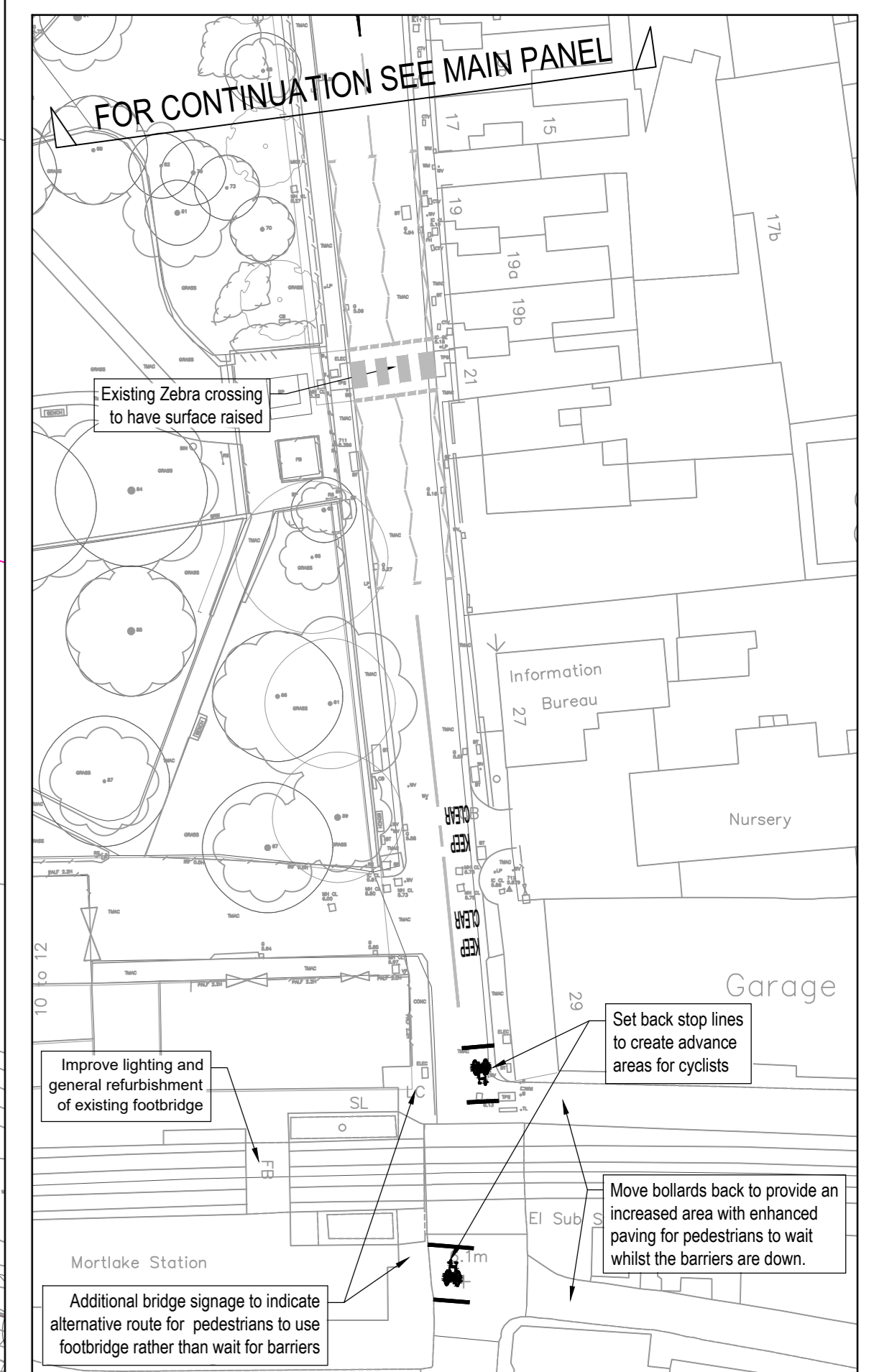
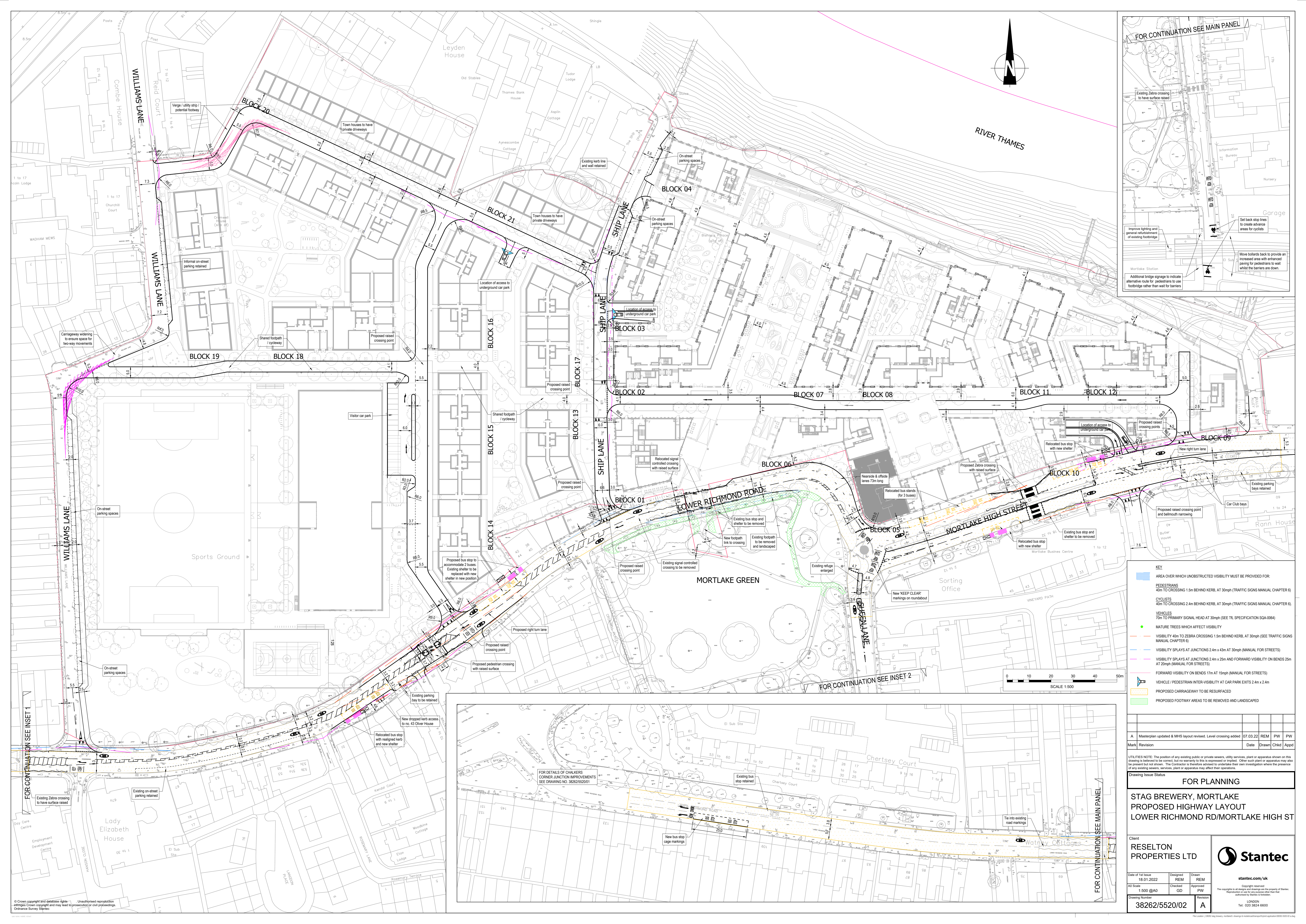
Client:  
**RESELTON  
PROPERTIES**

Date of 1st Issue	Designed	Drawn
18.01.2021	REM	REM
AD Scale	Checked	Approved
1:500	PW	PW
Drawing Number	Revision	
38262/5520/04	A	



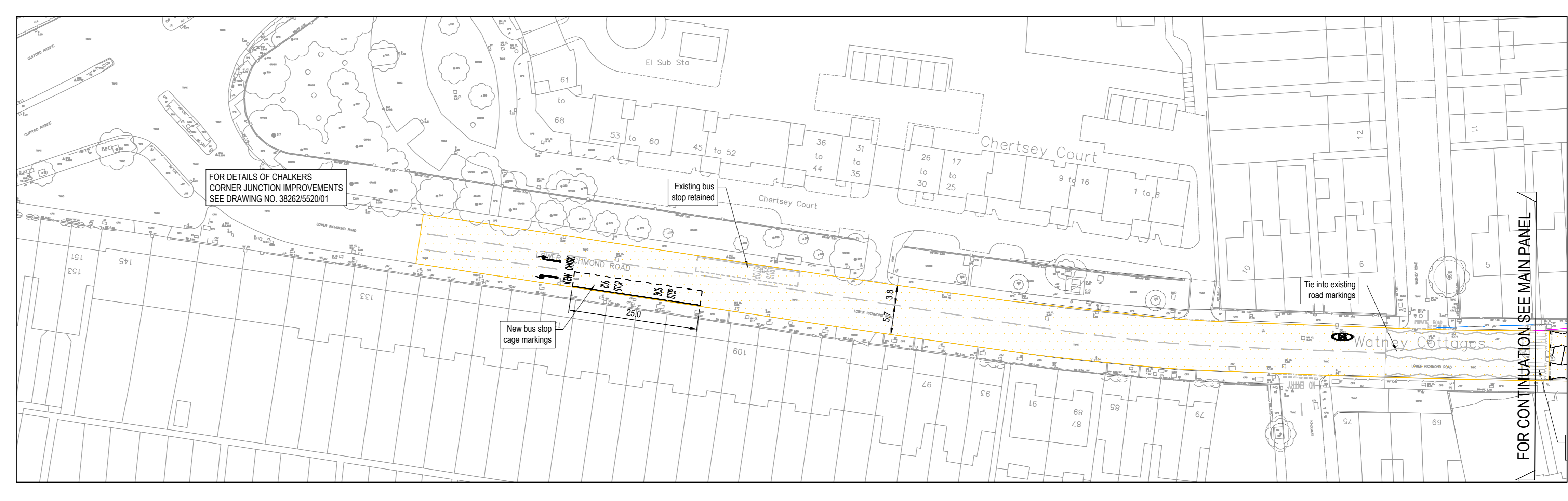
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# Appendix B Highway Proposal Drawings



FOR CONTINUATION SEE INSET 1

FOR CONTINUATION SEE INSET 2



**KEY**

- AREA OVER WHICH UNOBSTRUCTED VISIBILITY MUST BE PROVIDED FOR:
  - PEDESTRIANS: 40m TO CROSSING 1.5m BEHIND KERB. AT 30mph (TRAFFIC SIGNS MANUAL CHAPTER 6)
  - CYCLISTS: 40m TO CROSSING 2.4m BEHIND KERB. AT 30mph (TRAFFIC SIGNS MANUAL CHAPTER 6)
  - VEHICLES: 70m TO PRIMARY SIGNAL HEAD AT 30mph (SEE TIL SPECIFICATION SOA-0064)
- MATURE TREES WHICH AFFECT VISIBILITY
- VISIBILITY SPLAYS AT ZEBRA CROSSING 1.5m BEHIND KERB. AT 30mph (SEE TRAFFIC SIGNS MANUAL CHAPTER 6)
- VISIBILITY SPLAYS AT JUNCTIONS 2.4m x 43m AT 25mph (MANUAL FOR STREETS)
- VISIBILITY SPLAYS AT JUNCTIONS 2.4m x 43m AT 30mph AND FORWARD VISIBILITY ON BENDS 25m AT 30mph (MANUAL FOR STREETS)
- FORWARD VISIBILITY ON BENDS 17m AT 15mph (MANUAL FOR STREETS)
- VEHICLE / PEDESTRIAN INTER-VISIBILITY AT CAR PARK EXITS 2.4m x 2.4m
- PROPOSED CARRIAGEWAY TO BE RESURFACED
- PROPOSED FOOTWAY AREAS TO BE REMOVED AND LANDSCAPED

Mark	Revision	Date	Drawn	Chkd	Appd
A	Masterplan updated & MHS layout revised. Level crossing added	07.03.22	REM	PW	PW

UTILITIES NOTE: The position of any existing public or private sewers, utility services, plant or apparatus shown on this drawing is believed to be correct, but no warranty is made as to its accuracy or depth. Other utility services or apparatus may also be present but not shown. The Contractor is therefore advised to undertake their own investigation where the presence of any existing sewers, services, plants or apparatus may affect their operations.

Drawing Issue Status

**FOR PLANNING**

**STAG BREWERY, MORTLAKE**  
**PROPOSED HIGHWAY LAYOUT**  
**LOWER RICHMOND RD/MORTLAKE HIGH ST**

Client  
**RESELTON PROPERTIES LTD**

Date of 1st Issue: 18.01.2022  
 AD Scale: 1:500 @AD

Designed	REM	REM
Checked	GD	PW
Approved		

Drawing Number: **38262/5520/02**

Revision: **A**

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