

NEW CITY COURT

Delivery, Servicing and Waste Management Plan - Addendum

TPP

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1 INTRODUCTION

1.1 Background and context

1.1.1 Transport Planning Practice (TPP) has been appointed to provide transport advice in relation to the proposed redevelopment at New City Court, 4-26 St Thomas Street, London, SE1 9RS (the site) within the London Borough of Southwark (LBS).

1.2 Amendments to the Development Proposals

1.2.1 This report has been updated to respond to the proposed amendments to the scheme to incorporate a series of improvements to the detailed design and energy strategy.

1.2.2 The proposed amendments include the following:

- Improvements to the detailed design of the southern elevation, including provision of integrated photovoltaic panels and balconies, enhancing the operational energy strategy and urban greening factor;
- Reconfiguration of basement levels to facilitate the relocation of the Keats House façade, improve building management facilities and respond to UKPN comments;
- Improvements to Building Management facilities to enhance access and security measures;
- Development of façade to allow for safety egress from the BMU and overall maintenance of the building envelope;
- Introduction of additional security measures, including bollards, along the base of the building at St Thomas Street and King's Head Yard.

1.2.3 The above alterations have resulted in a minor reduction in building area.

1.3 Existing site

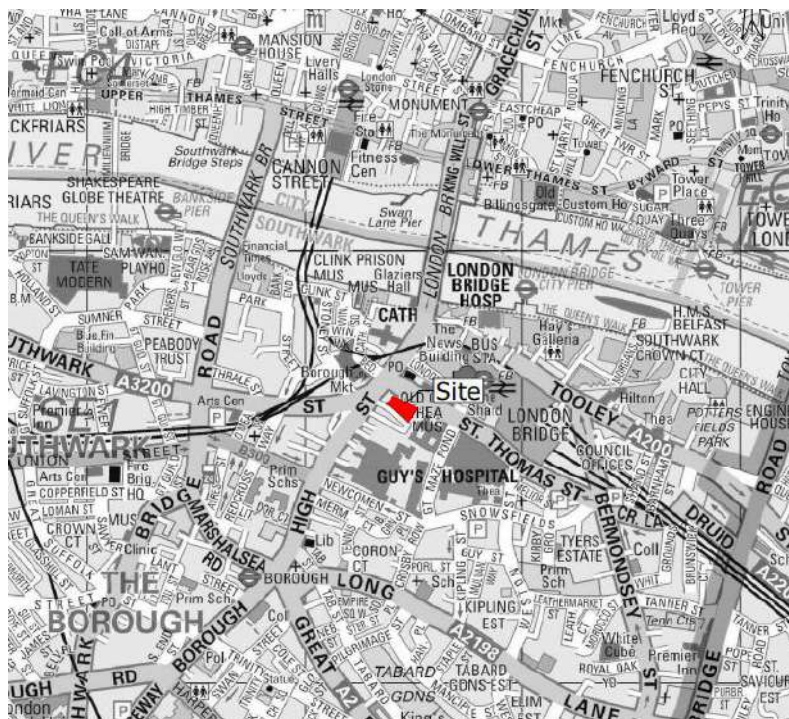
1.3.1 The site is located in the London Bridge area covering an area of approximately 0.36 hectares (ha). The site is bounded by St Thomas Street to the north; shops

on Borough High Street (A3) to the west; King's Head Yard to the south; and Guy's Hospital buildings to the east. It is currently almost entirely occupied by:

- 1980s office building to rear (New City Court);
- 1980s four-storey office building fronting St Thomas Street;
- Four storey building with retained 19th Century façade (Keats House);
- Early 19th Century Grade II listed Georgian terrace.

1.3.2 A site location plan is included in Figure 1.

Figure 1 – Site location plan



1.4 Proposed development

1.4.1 The proposals are for *Redevelopment to include demolition of the 1980s office buildings and erection of a 26-storey building (plus mezzanine and two basement levels), restoration and refurbishment of the listed terrace (nos. 4-16 St Thomas Street), and redevelopment of Keats House (nos. 24-26 St Thomas Street) with removal, relocation and reinstatement of the historic façade on a proposed building, to provide office floorspace, flexible office/retail floorspace, restaurant/café floorspace and a public rooftop garden, associated public realm and highways improvements, provision for a*

new access to the Borough High Street entrance to the Underground Station, cycling parking, car parking, service, refuse and plant areas, and all ancillary or associated works.

1.4.2 The comprehensive redevelopment of the site to include the demolition of the existing 1980s buildings and alterations, sympathetic restoration of listed Georgian terrace buildings along St Thomas Street, and reconstruction of Keats House with retention of existing façade, to provide the following:

- Delivery of a highly sustainable 26-storey building (plus mezzanine and two basement levels), providing 44,141 sqm (GIA) of high-quality office floorspace (Class E);
- Introduction of 328 sqm (GIA) of flexible office/retail floorspace (Class E) at ground floor level of proposed office building, activating the proposed public realm;
- Provision of 4,908 sqm (GIA) of affordable workspace (Class E) within the Georgian terrace buildings, Keats House and levels 1 and 2 of the proposed office building, representing 10% of the overall office provision;
- Delivery of publicly accessible rooftop garden with high-quality landscaping and a complementary café and restaurant providing 421 sqm (GIA) food/drink floorspace (Class E);

1.5 Report purpose

1.5.1 A Draft Delivery and Service Management Plan (DSMP) is used to inform the local and regional authorities of the intent of the applicant in managing delivery and servicing trips to and from the development in order to minimise the impact of these trips on the surrounding local highway network.

1.5.2 This updated report has been prepared to set out the proposed delivery and servicing arrangements and the measures which will be in place to ensure that deliveries are undertaken safely and efficiently. This report has been updated in response to amendments and will supersede previous document issued in April 2021. It will be further reviewed and a final version will be submitted for approval post consent.

1.6 Report Structure

1.6.1 This report is structured as follows:

- **Chapter 2: Policy context** – summarises planning policies and guidance regarding deliveries and servicing.
- **Chapter 3: Aims and objectives** – sets out the objectives of this DSMP.
- **Chapter 4: Proposed delivery and servicing arrangements**– outlines the design proposals for delivery and servicing activities within the development.
- **Chapter 5: Delivery and servicing trips** – outlines the number of trips associated with deliveries and servicing measures activities anticipated to be generated by the proposals.
- **Chapter 6: Impact of servicing trips** – assesses the impact of the predicted servicing movements.
- **Chapter 7: Vehicle routes** – describes the key routes expected to be used by delivery and servicing vehicles to arrive to / depart from the site.
- **Chapter 8: Waste strategy** – describes the waste storage arrangements at the proposed development.
- **Chapter 9: Delivery and servicing plan measures** – describes the measures of mitigation that will be implemented to minimise the impact of deliveries and servicing.
- **Chapter 10: Monitoring and enforcement** – provides a framework for monitoring the DSMP and how this will be enforced.

2 POLICY CONTEXT

2.1 Introduction

- 2.1.1 This chapter provides a summary of the planning policies and guidance on deliveries and servicing.

2.2 Revised National Planning Policy Framework, February 2019 (NPPF)

- 2.2.1 Paragraph 110 of the NPPF states that applications for development should:

'allow for the efficient delivery of goods, and access by service and emergency vehicles.'

2.3 London Plan, March 2021

- 2.3.1 The London Plan 2021 was adopted in March 2021 and most transport policies in the London Plan 2021 help reinforce those implemented in the previous London Plan. The London Plan 2021 covers the period from 2019 to 2041, providing a longer-term view of London's development to inform decision making.

- 2.3.2 Policy T7 on Freight and Servicing states that:

'G -Development proposals should facilitate safe, clean, and efficient deliveries and servicing. Provision of adequate space for servicing, storage and deliveries should be made off-street, with on-street loading bays only used where this is not possible. Construction Logistics Plans and Delivery and Servicing Plans will be required and should be developed in accordance with Transport for London guidance and in a way which reflects the scale and complexities of developments.'

H -Developments should be designed and managed so that deliveries can be received outside of peak hours and in the evening or night time. Appropriate facilities are required to minimise additional freight trips arising from missed deliveries and thus facilitate efficient online retailing.'

2.4 Mayor's Transport Strategy, March 2018

- 2.4.1 The Mayor's Transport Strategy sets out the Mayor's policies and proposals to reshape transport in London over the next 25 years. The strategy was published in March 2018.

2.4.2 The strategy recognises that London's continued success relies on safe, reliable, sustainable and efficient goods delivery and servicing. Improving the efficiency of deliveries – shifting them to alternative times of the day when the network can better accommodate them, and maximising deliveries by sustainable modes – is considered essential to address congestion.

2.4.3 Proposal 15 states that the Mayor, through TfL and the boroughs, will work with business and the freight industry to improve the efficiency and safety of freight and servicing in London by:

'a) Developing tailored and targeted approaches to address the unique challenges faced by the individual sectors such as food and construction deliveries.

b) Planning a strategic consolidation and distribution network, including a review of funding requirements, and protecting industrial land through the London Plan.

c) Encouraging London's businesses, starting with Business Improvement Districts, to work together to use their procurement power to reduce or re-time their deliveries and servicing trips to avoid traffic congestion.

d) Ensuring that all London is within a 30-minute drive of a construction consolidation centre and encouraging their use through Construction Logistics Plans and the planning process.

e) Encouraging businesses in central London to ban personal deliveries, and extending the network of collection points in order to reduce the overall number of work place personal deliveries.

f) Working with Business Improvement Districts to promote waste and recycling consolidation, using the waste consolidation toolkit.

g) Developing a 'London lorry standard' to simplify the regulatory environment for HGVs operating in London.'

2.4.4 Furthermore, the strategy states that new developments will be expected to be designed to encourage efficient, safe and low-emission delivery and servicing

trips. Planning permissions should secure delivery and servicing plans that support off-peak (including night-time) deliveries.

- 2.4.5 Proposal 81 states that the Mayor, through TfL and the boroughs, will seek to ensure that delivery and servicing plans facilitate off-peak deliveries using quiet technology, and the use of more sustainable modes of delivery, including cargo bikes and electric vehicles where practicable.

2.5 Delivery and Servicing Plan guidance, December 2020

- 2.5.1 Following the adoption of the new Mayor's Transport Strategy in 2018, this document replaces the previous Guidance which was prepared for a past Mayor's Transport Strategy (MTS) in London. It provides links to tools and templates to help prepare a DSP.

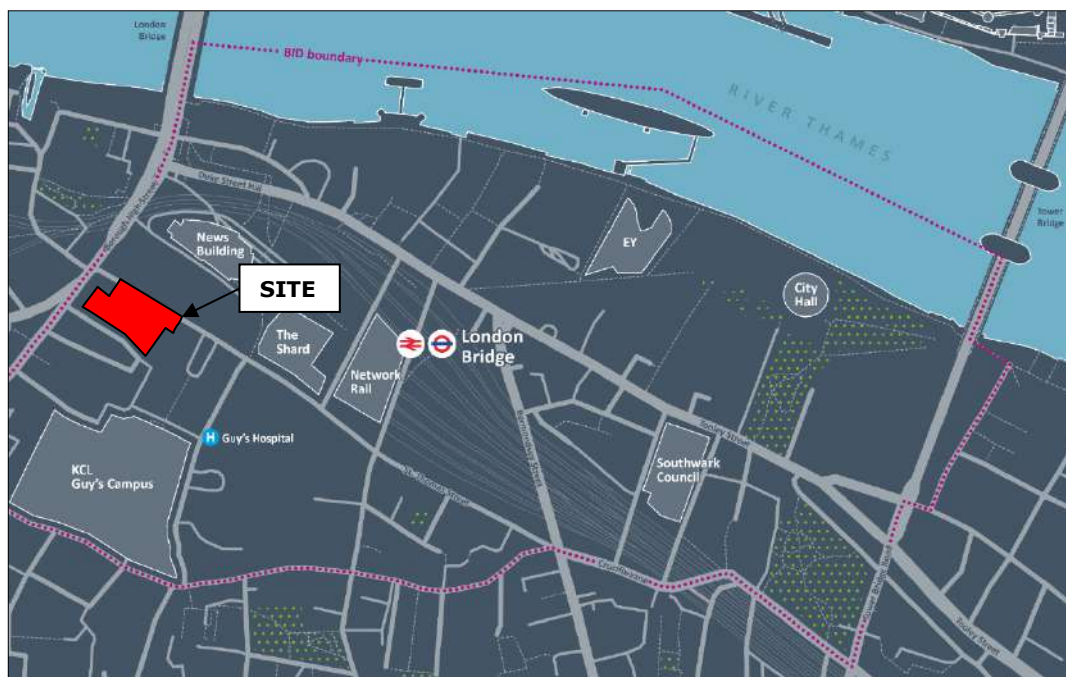
- 2.5.2 The specific measures within the DSP should include:

- **Safe** - The DSP must show how potential conflicts with pedestrians and cyclists have been removed or managed.;
- **Clean** - Minimise the adverse environmental impact of freight transport and servicing in London;
- **Efficient** - Minimise the impact of congestion on the carriage of goods and provision of servicing; and

2.6 London Bridge Delivery and Servicing Study, July 2017

- 2.6.1 LBS and Team London Bridge (TLB) commissioned Steer Davies Gleave (SDG) to review the current delivery and servicing regime in the London Bridge Business Improvement District (BID) to reduce the negative impact of freight operations.
- 2.6.2 The site is located within the BID area as shown below.

Inset 1 – London Bridge Business Improvement District (BID) Area



2.6.3 The results of the area-wide freight site visits (August / September 2016) are reproduced below.

Table 2.1 – SDG area-wide freight site visit results

Location	Freight activity observed
BID-wide	<ul style="list-style-type: none"> Majority of roads are TfL Red Routes which restricts loading and unloading to certain time periods and maximum waiting time limits Several courier delivery companies, food delivery companies and maintenance vehicles noted (early morning)
Crucifix Lane, Bermondsey Street, St Thomas Street (east)	<ul style="list-style-type: none"> Very limited parking available at all times due to temporary road markings and barriers
St Thomas Street	<ul style="list-style-type: none"> Delivery vehicles parked on Red Routes (newspaper delivery, catering, cleaning / hygiene products) (06:00 – 06:30) Delivery vehicles queueing to access The Shard loading bay (lunchtime) – see Figure 3.1
London Bridge Hospital	<ul style="list-style-type: none"> Two large vans unloading off-street, including Bidvest food delivery (05:30 – 06:00) Delivery vehicles parked illegally on double yellow lines (lunchtime)
Tooley Street (adj. to St Olaf Stairs)	<ul style="list-style-type: none"> Four deliveries on short section of road causing congestion (lunchtime)
Battle Bridge Lane	<ul style="list-style-type: none"> Milk delivery (05:30 – 06:00)
More London Estate goods entrance	<ul style="list-style-type: none"> Two lorries entering goods area – waste collection and office furniture delivery (05:30 – 06:00)
Collingwood Street (KCL Guy's Campus)	<ul style="list-style-type: none"> Significant number of maintenance / tradesman delivery vans parked – likely to be undertaking refurbishment works prior to start of 2016/17 academic year (lunchtime)
Guy's Hospital	<ul style="list-style-type: none"> General recycling collection and gas delivery lorries parked off-street (06:00 – 06:30)
Newcomen Street	<ul style="list-style-type: none"> Very congested with delivery vans (lunchtime)
Borough High Street	<ul style="list-style-type: none"> High volume of goods vehicles at the junction with Southwark Street but no congestion (06:30 – 07:00) Very congested with numerous delivery vehicles parked on both sides of carriageway (lunchtime)
Weston Street	<ul style="list-style-type: none"> On-street parking is 90% full – attributed mostly to delivery vehicles occupying bays (06:00 – 06:30) – see Figure 3.2

2.6.4 A number of recommendations have been made in the report to be considered further by TLB and LBS to reduce, re-time and reroute deliveries. These include the following:

- Promotion of alternative locations for personal deliveries to staff – 6 out of 7 businesses monitored allow employees to receive such parcels at the workplace, comprising up to 60% of all post room items for some businesses. Eliminating these deliveries from offices in the BID would significantly reduce number of courier trips in the London Bridge area and free up staff time.
- TLB (with support of LBS) to investigate the introduction of a 'London Bridge Buyer's Club' to promote a limited number of recommended suppliers within common goods / service categories.
- TLB to establish a quarterly 'Freight Forum' as part of their Responsible Business initiative to provide the platform for BID businesses to discuss constraints / opportunities related to sustainable delivery and servicing methods (similar format to the final stakeholder workshop).
- LBS's Development Control team and TfL to set targets for new major developments brought forward in the BID as part of the planning process on mode share for freight activity by sustainable modes (e.g. 20% within first year of occupation). Ensure developments comply with LBS's forthcoming Kerbside Strategy.
- LBS and TfL to require new developments of a certain size brought forward in the BID to develop an efficient booking system for delivery areas as part of the planning process (likely to be part of DSMPs).
- TfL Freight team to issue data on delivery routes to avoid where possible through the BID to enable local businesses to develop appropriate strategies.

2.7 Southwark's Draft Kerbside Strategy

2.7.1 The public consultation on LBS's Draft Kerbside Strategy ran from February to April 2017.

2.7.2 The proposed strategy would introduce the following new policies to address unsafe parking and parking stress on residential streets and town centres:

- KSS Policy 1: Allocate kerbside space in accordance with Southwark's street wise approach.
- KSS Policy 2: Prioritise kerbside space for walking and cycling.
- KSS Policy 3: Implement parking controls based on an-evidence led approach.
- KSS Policy 4: Review parking in town centres.
- KSS Policy 5: Require safer, robust delivery, servicing and waste management.
- KSS Policy 6: Implement more green infrastructure.
- KSS Policy 7: Expand the shared mobility network.
- KSS Policy 8: Adapt our kerbside to meet future needs.

2.7.3 On KSS Policy 5, the draft strategy requires all new developments to provide a robust delivery, servicing and waste management framework which will include:

- Details of on-site deliveries and servicing facilities and management.
- Expected off-peak deliveries and servicing hours, with built in resilience in the event of unforeseen delays, e.g. financial penalties for suppliers.
- Re-timing freight trips to out-of hours wherever practicable.
- Robust booking facilities to avoid over-spill onto the public highway.
- Maximising opportunities to consolidate trips.
- Monitoring once the development is fully operational to show a progressive reduction of the amount of trips to the site year-on-year from the initial baseline year.

- A commitment that contractors are fully signed up to the TfL Freight Operator Recognition Scheme (FORS).

2.7.4 The draft strategy would also require all new developments to provide on-site space to carry out all servicing and delivery activity. Southwark will refuse all requests for on-street servicing for major developments.

2.8 Draft New Southwark Plan Submission Version – Proposed Changes (August 2020)

2.8.1 Policy P49 'Highway Impact' states that developments should minimise the demand for private car and ensure safe and efficient operation of the local road network, the bus network and the Transport for London (TfL) road network. Developments should also ensure safe and efficient delivery and servicing that minimise the number of vehicle journeys.

2.9 T-Charge, October 2017

2.9.1 Since October 2017, cars, vans, minibuses, buses, coaches and heavy goods vehicles (HGVs) in central London need to meet minimum exhaust emission standards, or pay a daily £10 Emissions Surcharge (also known as the Toxicity Charge, or T-Charge).

2.9.2 The T-Charge applies to the same area as the Congestion Charge. The T-Charge will be in addition to the Congestion Charge and the LEZ tariff if applicable. The minimum emissions standards are Euro 4/IV for both petrol and diesel vehicles and Euro 3 for motorised tricycles and quadricycles.

2.10 Low Emissions Zone, February 2008

2.10.1 The Low Emission Zone (LEZ) operates to encourage the most polluting heavy diesel vehicles driving in London to become cleaner. The LEZ covers most of Greater London and is in operation 24 hours a day, every day of the year.

2.10.2 The LEZ aims to improve air quality in the city by setting and enforcing new emissions standards for vehicles and deterring the use of the most polluting heavy vehicles by freight operators. Cars and motorcycles are not affected.

2.10.3 If measures cannot be taken to meet LEZ standards, there is a daily charge of £200 applicable for HGV's, coaches and buses; and £100 for large vans, pickups and minibuses.

- 2.10.4 The LEZ is enforced through fixed and mobile cameras which read vehicle registration number plates as vehicles are driven within the LEZ and check them against a database of vehicles. The database contains vehicles which meet the LEZ emissions standards and are therefore exempt from charges, are registered for a 100% discount or have paid the LEZ daily charge. Vehicles not within the database will need to pay by midnight the next working day or will be issued a penalty charge notice.
- 2.10.5 Even stronger standards are being introduced for the LEZ from 26th October 2020.

2.11 Ultra Low Emission Zone, April 2019

- 2.11.1 The Ultra Low Emission Zone (ULEZ) will come into force on 8th April 2019 and will operate 24 hours a day, every day of the year, within the same area as the current Congestion Charging Zone (CCZ).
- 2.11.2 The ULEZ is an area within which all cars, motorcycles, vans, minibuses, buses, coaches and heavy goods vehicles (HGVs) will need to meet exhaust emission standards (ULEZ standards) or pay a daily charge to travel.
- 2.11.3 The introduction of the ULEZ is intended to reduce exhaust emissions of NO₂ and particulate matter PM₁₀ and PM_{2.5}, making central London a more pleasant place to live, work and visit.

3 AIMS AND OBJECTIVES

3.1 Introduction

3.1.1 This chapter sets out the overarching objectives of this DSMP for the proposed development.

3.2 Objectives

3.2.1 The aim of this DSMP is to commit to support a sustainable and well managed development with regards to deliveries and servicing, with minimal disruption to the local highway network.

3.2.2 This DSMP will therefore seek to achieve the following objectives:

- Demonstrate that goods and services can be delivered, and waste removed, in a safe, efficient and environmentally-friendly way;
- Identify deliveries that could be reduced, re-timed or even consolidated, particularly during busy periods;
- Improve the reliability of deliveries to the site;
- Reduce the operating costs of building occupants and freight companies; and
- Reduce the impact of freight activity on local residents and the environment.

4 PROPOSED DELIVERY AND SERVICING ARRANGEMENTS

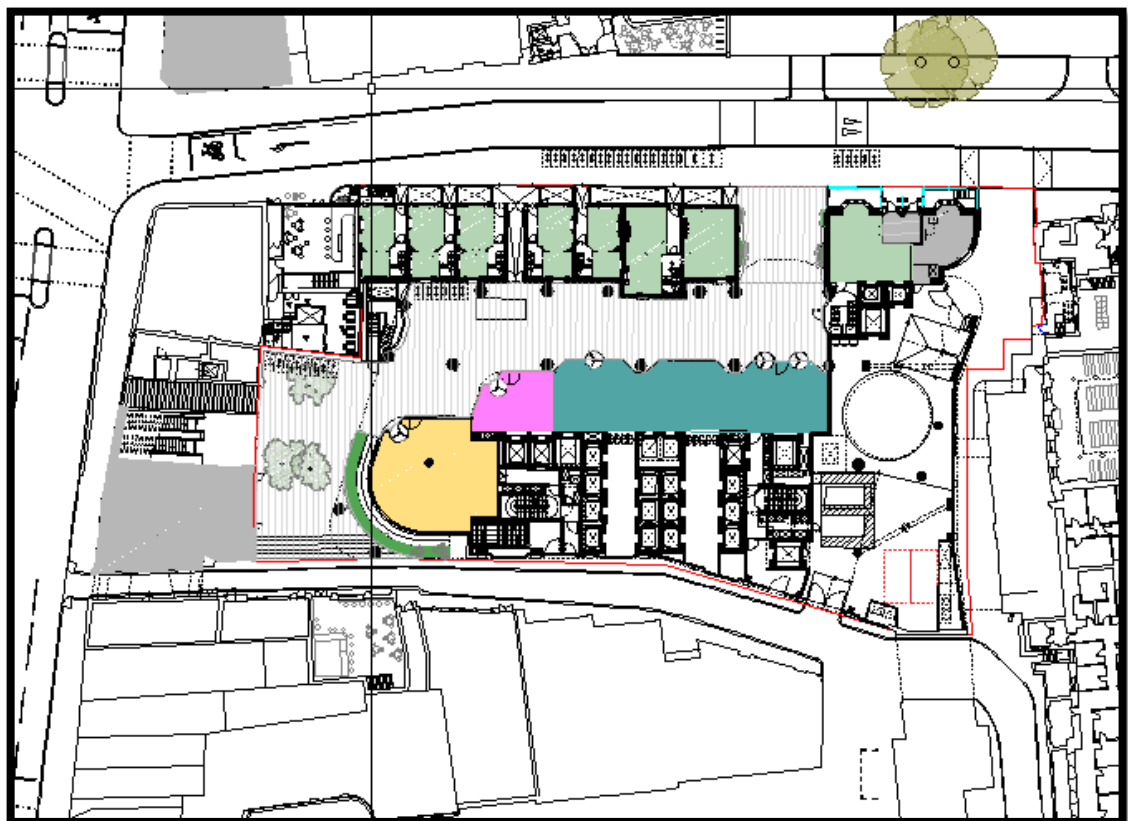
4.1 Introduction

- 4.1.1 This chapter sets out the proposed arrangements of deliveries and servicing to the proposed development, including the design of the scheme and the expected level of vehicle trip generation.

4.2 Site layout

- 4.2.1 The site is bounded by St Thomas Street to the north, Borough High Street to the west, Kings Head Yard to the south and Guy's Hospital to the east. Borough High Street and St Thomas Street are part of the Transport for London Road Network (TLRN), also known as a Red Route.

Inset 2 – Proposed Site layout



4.3 Servicing arrangements

- 4.3.1 The proposed arrangement is for servicing is to take place from the development's service yard away from the public highway.

4.3.2 Service vehicles will park in the service bays and the goods will be trollyed to the offices via the B1 level, except for the Georgian Terrace, where the goods will be transported at ground level.

4.3.3 Motorcycle couriers will also stop on St Thomas Street to deliver/collect packages from the development.

4.4 Swept path analysis

4.4.1 Swept path analysis has been undertaken for the proposed access and servicing arrangement and is included in Appendix A. These drawings show the swept path analysis for both a 10.2m refuse vehicle and a 10m HGV accessing the turntable within the service area, and LGVs and cars accessing their respective bays.

- Drawing 30848/AC/076 rev A shows vehicles approaching and departing in an eastbound direction.
- Drawing 30848/AC/084 shows vehicles approaching and departing in a westbound direction.
- Drawing 30848/AC/085 shows vehicles approaching from the west and departing in a westbound direction.

5 DELIVERY AND SERVICING TRIPS

5.1.1 This Chapter sets out the proposed servicing trip generation methodology for the existing and proposed development.

5.2 Existing development

5.2.1 It is noted that the existing development provides approximately 12,763m² GIA of class E office space and attracts servicing trips already. A servicing activity survey was undertaken at King's Head Yard, White Hart Yard, St Thomas Street and Borough High Street in the vicinity of New City Court on 7th July (Thursday), 8th July (Friday) and 9th July 2016 (Saturday). The survey also recorded traffic flows and vehicle classification on the above roads. Since the survey was undertaken there have been no major changes in the operation of the building and the results continue to be representative. A summary of the results is set out in Table 5.1 below.

Table 5.1 – Existing site servicing (no. of vehicles)

Time	LGV	HGV	M/C	Total
05:00 - 06:00	1	1	0	2
09:00 - 10:00	0	0	2	2
12:00 - 13:00	1	0	0	1
13:00 - 14:00	1	0	0	1
14:00 - 15:00	0	1	0	1
15:00 - 16:00	2	0	0	2
Total daily	5	2	2	9

5.2.2 The survey found that servicing to the existing development takes place from St Thomas Street. Of the total number of vehicles, 4 Light Goods Vehicles (LGVs) were recorded within the on-street loading bay with the remainder of the vehicles stopping within the on-street pay & display bays.

5.3 Proposed Development – servicing vehicle trip methodology

5.3.1 Following comments received from the London Borough of Southwark and TfL all deliveries are subject to a proposed servicing consolidation strategy. Building on the initial research into consolidation by TPP, the evolving strategy has been developed in consultation with a specialist logistics company, Davies & Robson (D&R) who have developed bespoke consolidation strategies for other sites,

including Guy's and St Thomas's Hospital adjacent to New City Court. The consolidation strategy now being advanced for New City Court allows for a significant reduction in vehicle numbers, thus minimising impacts on the local road network and reducing potential conflicts with pedestrians and cyclists.

- 5.3.2 A key aspect of the strategy will be utilisation of an off-site consolidation centre where individual deliveries that are identified for consolidation will be stored, consolidated and then transported to the site. The strategy has been based on D&Rs extensive experience and is underpinned by empirical data sourced through a comprehensive servicing survey at a comparable existing GPE office at 200 Gray's Inn Road.
- 5.3.3 It has been shown that there is a considerable potential to consolidate office deliveries, as the majority of items are non-perishable and non-urgent items. Overall, it has been demonstrated that there is potential to reduce the number of office deliveries by 62%. Deliveries to the retail element of NCC are unlikely to be as suitable for consolidation given that this space will include restaurant/café uses relying on daily deliveries of fresh produce, and due to the disparate nature of the retail units being occupied by individual tenants. The proposed strategy has therefore been based on a realistic and honest approach in terms of consolidation potential, and the expected level of vehicle reduction.
- 5.3.4 The proposed strategy will significantly reduce vehicle movements and minimise vehicle emissions, and the resulting impacts on the local road network is negligible.
- 5.3.5 The strategy has been developed based on a quantitative approach in consultation with highly experienced logistics experts providing a high level of confidence in the proposed consolidation opportunities and represents a tangible and deliverable strategy for New City Court.

Consolidation potential based on D&R assessment

- 5.3.6 The D&R study has provided an up-to-date baseline for the servicing assessment. This utilises empirical and up to date data, robustly sought and subsequently comprehensively scrutinised and adjusted by TPP.
- 5.3.7 Whilst this does provide an updated baseline against which to measure any potential reductions in servicing loads, the principle purpose of the D&R study is

to use their logistics expertise, and real world data, to identify the consolidation potential for NCC, and the associated reduction in vehicle numbers. This study sets out in detail how deliveries to the office development at New City Court can be consolidated. The recommendations set out in the D&R study are evidenced-based and therefore represent a tangible and deliverable strategy.

5.3.8 As a starting point to its study, D&R undertook a comprehensive survey at GIR categorising deliveries into different types to understand their suitability for consolidation.

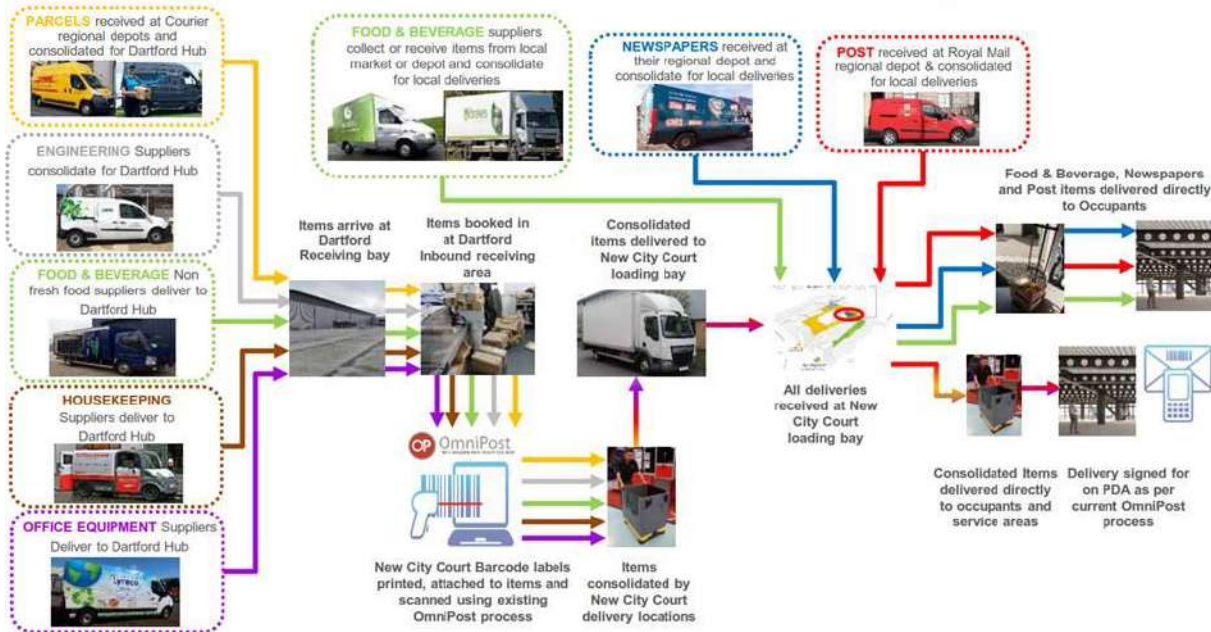
5.3.9 Table 5.2 summarises the various groups and whether they are considered suitable for consolidation.

Table 5.2 – Delivery types and consolidation suitability

Item	Suitable?	Comment
Parcels and couriers	Yes	Including personal deliveries
Post	No	Urgent deliveries
Food and beverage	Limited	Fresh food not consolidated but potential for water towers and ambient vending machines
Engineering deliveries for building repairs and maintenance	Yes	Typically non-urgent
Housekeeping. Cleaning and washroom items	Yes	Not time critical
Newspapers and magazines	No	Time/Date specific
Office equipment, stationary.	Yes	Not time critical

5.3.10 The assessment demonstrates many delivery groups are suitable for consolidation, this includes parcels and courier deliveries which according to D&R make up over 50% of all deliveries. The flow diagram below shows the process for how the consolidation would work for different elements.

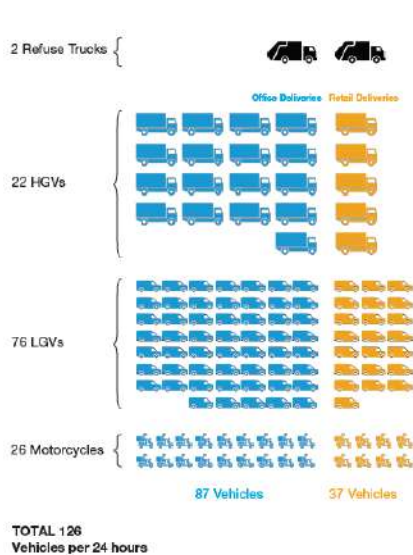
Overview of potential New City Court Inbound Supply Chain.



5.4 Calculated servicing trip generation

5.4.1 An initial assessment for this development suggested it would produce 126 vehicle deliveries per day as set out below. Following the consolidation exercise this is expected to reduce by 70% to only 38 vehicles a day.

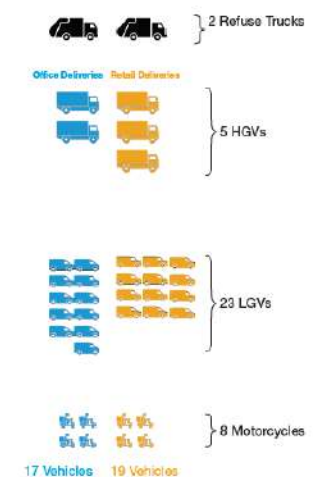
Without consolidation



70% vehicle reduction (88 vehicles removed)

in service vehicles servicing the site per day (in comparison to the planning submission).

With consolidation



Outcome of a delivery consolidation study carried out by Davies & Robson

5.5 Timing of deliveries

5.5.1 As well as reducing the number of deliveries the proposed consolidation also allows for the deliveries to be scheduled outside of the peak pedestrian periods. This means there will be no deliveries between:

- 07.00 -10.00
- 12.00 – 14.00
- 16.00 – 19.00

5.5.2 The deliveries will be spread out across the remainder of the day (and overnight) with a maximum of six deliveries an hour. These can be accommodated using the proposed two service bays.

5.5.3 The servicing strategy takes into account potentially longer dwell times and allows 20 minutes dwell time per vehicle. In relation to the consolidation vehicles this should be quite achievable as all the goods are already logged and sorted and it is expected that the deliveries could arrive in specialised containers (such as those indicated below) which will allow for the speedy unloading of the vehicles and minimal paperwork.

Storage media requirements

It is assumed that it will be a pure cross dock operation. All items will be consolidated and delivered to New City Court the same day. Due to the nature of the operation very little storage media will be required.

- To maximise vehicle load fill and make the delivery of items to occupants at New City Court as efficient as possible, containers like the Load Hog can be used.
 - Robust and reusable container
 - No requirement for additional MHE. The containers have wheels and handles
 - Dimensions of the containers enable maximum load fill on delivery vehicles
- For larger items such as office furniture and water coolers these can be delivered palletised, with a pump truck



5.5.4 As there are two loading bays within the service this allows for 6 vehicles to be accommodated at any one time. This is the maximum number of vehicles expected within the busiest hour. It is noted that consolidated deliveries would mainly arrive overnight when the service yard and the local highway network would be at their quietest and that the packing of the consolidated goods allows for quick unloading time and minimal trolleying distances. Through the booking

system the management will be aware of any time constraints that would need to be managed.

5.5.5

6 IMPACT OF SERVICING TRIPS

- 6.1.1 Due to the proposed consolidation the number of daily deliveries is expected to increase modestly over the existing situation. However the benefits of a dedicated service bay which will be managed and controlled, opposed to the existing situation with vehicles stopping on St Thomas Street, will more than offset the expected daily increase in vehicles.
- 6.1.2 The management of the delivery timeslots, removing deliveries during the busiest peak pedestrian periods, also offers great benefits over the existing situation where there is currently conflict between pedestrians and servicing.
- 6.1.3 In light of this the proposed servicing offers an improvement over the existing situation and will have a positive impact on both peak hour congestion and pedestrian safety.

7 VEHICLE ROUTES

- 7.1.1 Vehicles will be encouraged to use the strategic road network to access the site where to minimise the impact on more residential roads as well as minimise potential conflicts in areas with higher pedestrian and cyclist flows.

7.2 St Thomas Street

- 7.2.1 With regard to delivery and servicing routes along St Thomas Street, two scenarios are presented:

- A scenario in which St Thomas Street is entirely a one-way road (with westbound movement); and
- A scenario in which it is predominantly one-way westbound, but with a two-way section between the junction with Borough High Street and the Shard.

- 7.2.2 If a third option for the reversal of the direction of flow on St Thomas Street is progressed by TfL the routeing will essentially be a reversal of the first option, with similar impacts albeit in the opposite direction.

7.3 Access / Egress to / from St Thomas Street, one-way system

Vehicle routeing

From the north

- 7.3.1 HGV vehicles approaching from the north would be required to drive southbound on Tower Bridge Road and access St Thomas Street via Tooley Street, Tanner Street, Druid Street and Crucifix Lane. Alternatively, vehicles can travel southbound on London Bridge, perform a left-turn onto Duke St Hill / Tooley Street and access St Thomas Street via Tanner Street, Druid Street and Crucifix Lane.
- 7.3.2 When leaving, vehicles would be required to perform a left-turn from St Thomas Street onto Borough High Street (southbound) and drive on Marshalsea Road / Southwark Bridge Road to access Southwark Bridge northbound.

From the south

- 7.3.3 HGVs approaching the site from the south are expected to drive northbound on Borough High Street and perform a right-turn onto Long Lane before accessing St Thomas Street from Bermondsey Street, Tower Bridge Road, Druid Street and Crucifix Lane.
- 7.3.4 When leaving the site, vehicles would perform a left-turn from St Thomas Street onto Borough High Street and drive southbound.

From the east

- 7.3.5 HGVs approaching the site from the east are expected to approach from Druid Street / Crucifix Lane and access St Thomas Street by driving westbound.
- 7.3.6 When leaving the site, HGVs would perform a left-turn from St Thomas Street onto Borough High Street, drive southbound and turn left (towards east) onto Long Lane and drive eastbound.

From the west

- 7.3.7 HGVs approaching the site from the west are expected to drive through Southwark Street, Southwark Bridge Road, Marshalsea Road, Long Lane, Bermondsey Street, Tower Bridge Road, Druid Street and Crucifix Lane before accessing St Thomas Street.
- 7.3.8 When leaving the site, vehicles would perform a left-turn from St Thomas Street onto Borough High Street, access Southwark Street and drive westbound.

7.4 Access / Egress to / from St Thomas Street, two-way at western end

Vehicle routeing

From the north

- 7.4.1 HGV vehicles approaching from the north would drive southbound on London Bridge and Borough High Street and perform a left-turn onto St Thomas Street.
- 7.4.2 When leaving, HGVs would be required to perform a left-turn from St Thomas Street onto Borough High Street (southbound) and drive on Marshalsea Road / Southwark Bridge Road to access Southwark Bridge northbound.

From the south

- 7.4.3 HGVs approaching the site from the south would drive northbound on Borough High Street and perform a right-turn onto St Thomas Street.
- 7.4.4 When leaving the site, vehicles would perform a left-turn from St Thomas Street onto Borough High Street and drive southbound.

From the east

- 7.4.5 HGVs approaching the site from the east are expected to approach from Druid Street / Crucifix Lane and access St Thomas Street by driving westbound.
- 7.4.6 When leaving the site, HGVs would perform a left-turn from St Thomas Street onto Borough High Street, drive southbound and turn left (towards east) onto Long Lane and drive eastbound.

From the west

- 7.4.7 HGVs approaching the site from the west are expected to drive through Southwark Street and Borough High Street before performing a right-turn onto St Thomas Street.
- 7.4.8 When leaving the site, vehicles would perform a left-turn from St Thomas Street onto Borough High Street, access Southwark Street and drive westbound.
- 7.4.9 The proposed vehicle routes are shown in Appendix B and will be communicated to all delivery drivers and route plans will be displayed in the loading area.

8 WASTE STRATEGY

8.1 Introduction

8.1.1 This chapter sets out the waste strategy for the proposed development.

8.2 Waste storage

8.2.1 The proposed arrangement is for waste to be stored at basement level 2, under the Tower, which will contain 16 x 1,280l Eurobins. The bin store is located next to the goods lift to provide easy access. Separate containers will be provided for general and recyclable waste. Additionally, a cardboard baler will be provided in the basement refuse store given that cardboard/paper is expected to make up a large proportion of waste being generated. Waste calculations setting out the expected volume of waste per waste stream and the resultant bin requirement is provided in Appendix C. These demonstrate a requirement for 13 x 1,280l Eurobins. In addition smaller sized bins will be provided for the storage of food waste from both the office and the commercial units.

8.2.2 The layouts of the bin store and collection facilities are flexible and will allow the number and type of bins to be altered to meet the development's requirements. As there is currently an over provision of bins there is already spare capacity incorporated into the design.

8.2.3 The above calculations are based on 70% of waste being recycled. The developer does not have control over the quantum of recycling undertaken by the end user, but the proposed arrangements will encourage the tenants to meet or exceed the municipal waste recycling target of 65% by 2030. This will be reviewed and enforced where possible as part of the waste monitoring.

8.2.4 A waste holding area is provided within the service area to allow easy loading into the refuse vehicle.

8.2.5 The relevant set of bins will be brought to the ground level waste store from the basement via a goods lift by the site management.

8.3 Waste Minimisation

8.3.1 The waste generated will be managed in accordance with the waste hierarchy, and in order to reduce the amount of waste generated, further specialist recycling activity will be encouraged on an ad hoc basis. This will include printer

cartridge and electronics recycling through recognised recycling schemes. Reusable items will be offered within the office community, or through site management links to local community groups/furniture projects/charities etc. to minimise unnecessary items being transported to landfill.

8.4 Monitoring of Commercial Waste

- 8.4.1 The quantities of waste and recyclables will be monitored on a monthly basis by the contracted waste specialist, and the results collated by site management. Should there be any undue increase in the level of waste produced, this will be investigated where necessary to identify any specific cause and implement measures to minimise waste.
- 8.4.2 Appropriate signage will be placed adjacent to the recycling and waste receptacles within the offices to encourage correct segregation of recyclables and organic waste in order to minimise general waste as far as possible.

8.5 Waste collection

- 8.5.1 It is proposed that waste will be collected from the service area accessed from St Thomas Street. Once emptied, the bins will be transported back to the basement by the site management. Waste would be collected daily for general and recyclable waste.

9 DELIVERY AND SERVICING PLAN MEASURES

9.1 Introduction

9.1.1 This chapter outlines the proposed measures and initiatives which will be implemented to achieve a sustainable and well managed development with regard to deliveries and servicing, with minimal disruption to the local highway network.

9.1.2 The measures and initiatives have been grouped into the following areas:

- Site Management;
- Design;
- Procurement Strategy; and
- Waste Management.

9.2 Site Management

9.2.1 The successful operation of the servicing area will require careful management from the facilities management team. The proposed management measures are set out below.

- **Deliveries via a consolidation centre:** All deliveries will, where possible, be diverted to the off-site consolidation centre, where they will be received, consolidated and then brought to the office in a dedicated electric vehicle.
- **Centralised pre-booking system:** All regular deliveries, including the consolidation vehicles will pre-book a timeslot in advance of arriving. No slots will be offered during the peak pedestrian periods to minimise impact on the public highway. This will also help to manage the capacity of the loading facilities available. With the operation of the booking system, arrivals of vehicles that are not pre-booked through the system is unlikely. However, should this happen, the delivery will not be accepted by the site management and would need to be re-booked using the system. This is with the exception of cycle and motorcycle couriers who will stop on St Thomas Street; these would have very short dwell times. It is not practical or

sensible for a courier to transport these documents to the consolidation centre rather than directly to the building.

- **Night-time servicing:** Given that the proposed development will have management presence 24 hours, a proportion of deliveries will be scheduled to take place overnight (between 12am – 5am). This further reduces the number of deliveries during the key time periods including during the peak hours.
- **Communication of delivery procedures** - Freight operators can contact the site management prior to arriving at the site so that they can discuss access arrangements if required and any procedures they should undertake to deliver goods and services the site safely and efficiently.
- **Accommodating special deliveries** - Any special deliveries to the site, will need to be pre-arranged and discussed with the site management team. The delivery time and duration will be negotiated with the development management to minimise the impact upon the routine daily servicing requirements of the development.
- **Staff and training** - All staff who may be assisting in the loading area will receive appropriate training related to the delivery and servicing processes and procedures in operation on the site. There should be additional staff available to receive larger deliveries to minimise vehicle loading time.
- **Security measures** - Vehicles accessing, manoeuvring and egressing the site will be monitored by the site management team and to ensure that deliveries and servicing are being undertaken in a safe and secure manner.
- **Personal deliveries** – Personal deliveries to the building will not be permitted. This policy will be written into building tenants’ leases and this will be communicated to all staff.

9.3 Design

Abnormal deliveries

- 9.3.1 Any abnormal deliveries would need to be specifically assessed for appropriate means of accessing the site and any essential temporary mitigation that may be required to cater for the weight or size of the vehicle / load. These would be treated as exceptional circumstances.

Risk assessment of servicing area

- 9.3.2 A risk assessment would be normally undertaken by suitably trained site management staff prior to use. This assessment will examine the following issues.

- Adequate manoeuvring space for the vehicles;
- Interaction with pedestrians;
- Adequate unloading area;
- Level route from vehicle to destination; and
- Interaction with vehicles.

Traffic Management Regulation Audit

- 9.3.3 An audit of the local traffic management regulations on the road network surrounding the site was undertaken in November 2020, based upon site observations and Traffic Management Regulations.
- 9.3.4 The main restrictions that may affect goods vehicle movements in the wider area are summarised below:

Height Restrictions

- 3.9m on Stainer Street to the north.
- 5.2m on Bermondsey Street.
- 5.4m Borough High Street.
- 4.4m through Rotherhithe Tunnel.

Weight Restrictions

- Max 18 tonnes at Tower Bridge.
- Max 17 tonnes at Rotherhithe Tunnel.

Width Restrictions

- 2.2m through Rotherhithe Tunnel.

9.3.5 Further information can be obtained across the road network, including more minor routes using the London Lorry Control network website (www.londonlorrycontrol.com) and Freight Journey Planner (<http://www.freightjourneyplanner.co.uk/>).

9.4 Procurement strategy

9.4.1 As part of procurement process for deliveries to the site, an awareness of all vehicle activity associated with the site, its impacts and appropriate measures to reduce it should be taken into account.

Consolidation of Suppliers

9.4.2 The opportunities to consolidate deliveries will be reviewed with suppliers by the site management team on a regular basis.

Freight Operator Recognition Scheme

9.4.3 The site management will be encouraged to contract suppliers registered with a best practice scheme, such as the Freight Operator Recognition Scheme (FORS). Full details of the benefits associated with FORS can be found at www.tfl.gov.uk/fors.

Low Emission / EV Goods Vehicles

9.4.4 Suppliers of goods to the site will be encouraged to use Low Emission / Electric Vehicles to deliver to the site.

9.5 Waste management

9.5.1 On refuse collection days, refuse collection will be undertaken as set out in Chapter 8 of this report.

9.5.2 Refuse collection will be undertaken early in the morning, outside of the peak hours.

10 MONITORING AND ENFORCEMENT

10.1 Introduction

- 10.1.1 It will be important to understand how the servicing area is being operated and any issues that may arise. This chapter sets out the surveys proposed to monitor the use and identify any possible improvements.

10.2 Monitoring surveys

- 10.2.1 It is proposed that monitoring surveys will be undertaken on a periodic basis. The first delivery survey audit will be undertaken a maximum of 6 months after the development is occupied. The site management team (or appointed consultant) will undertake delivery monitoring surveys on the third and fifth year after the initial survey.
- 10.2.2 The surveys should provide data such as the number of vehicles, dwell times, vehicle size, and where possible, the type of goods being delivered and the frequency of this delivery.

10.3 Review

- 10.3.1 The site management will use the results of the surveys to identify particular trends such as a number of different companies deliver similar products. The results will then help the development management to look for 'quick wins'.
- 10.3.2 This process will provide the opportunity for current delivery operations and procedures on the site at the time to be reviewed and new management measures to be implemented (if necessary) to achieve the objectives set out within Chapter 3.

10.4 Enforcement

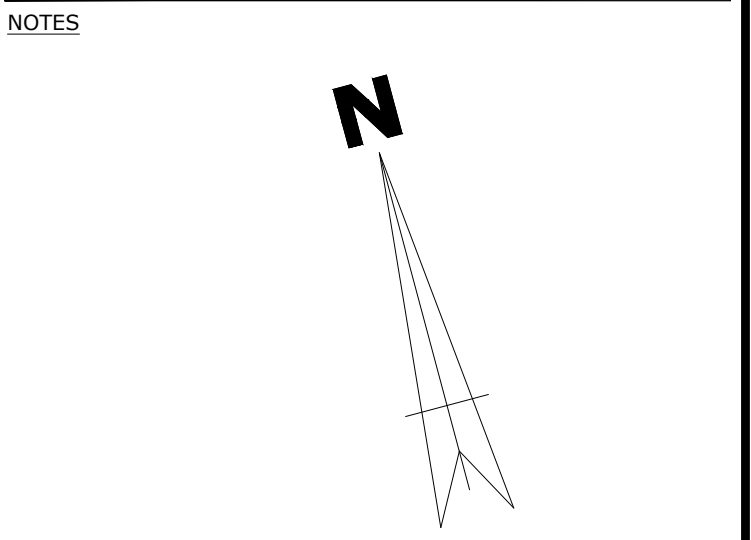
- 10.4.1 The contents of this outline DSMP have been prepared in order to inform the planning authority of the developer's intent for the planning application for this site. Therefore it must be complied with unless otherwise agreed in writing with the planning authority.

Appendix A

Swept path analysis of service vehicles



REV	COMMENTS	DR	CH	DATE



DRAWN BY	CHECKED	REV
LD/LB	REV	
SCALE @ A1	1:250	DATE
0 5 10m		20/26/2021

NEW CITY COURT

Swept path analysis of
service yard

TRANSPORT PLANNING PRACTICE

70 Cowcross Street
London, EC1M 6EL

t: 020 7608 0008
w: www.tppweb.co.uk

DRAWING NUMBER

30848/AC/076

REV

A

Based on drawing number 20065_X_(00)_120_Ground FloorTPP - TPP REF - IN_78.



REV	COMMENTS	DR	CH	DATE

NOTES

N

DRAWN BY
LD

CHECKED
MS

SCALE @ A1
0 5 10m

1:250
DATE
08/09/21

NEW CITY COURT

Swept path analysis of
service yard
St.Thomas Street two-way

TRANSPORT PLANNING PRACTICE

70 Cowcross Street
London, EC1M 6EL

t: 020 7608 0008
w: www.tppweb.co.uk

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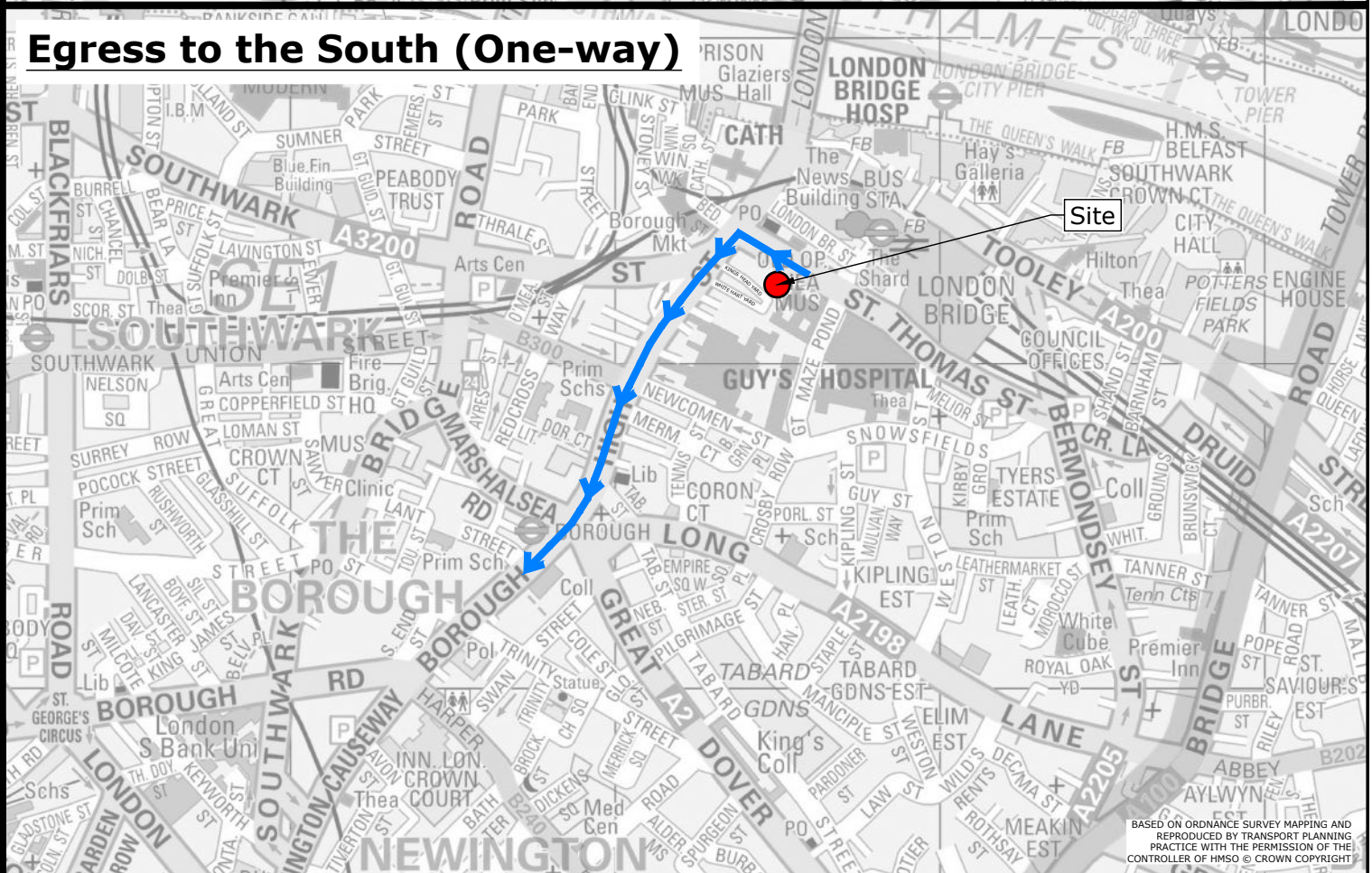
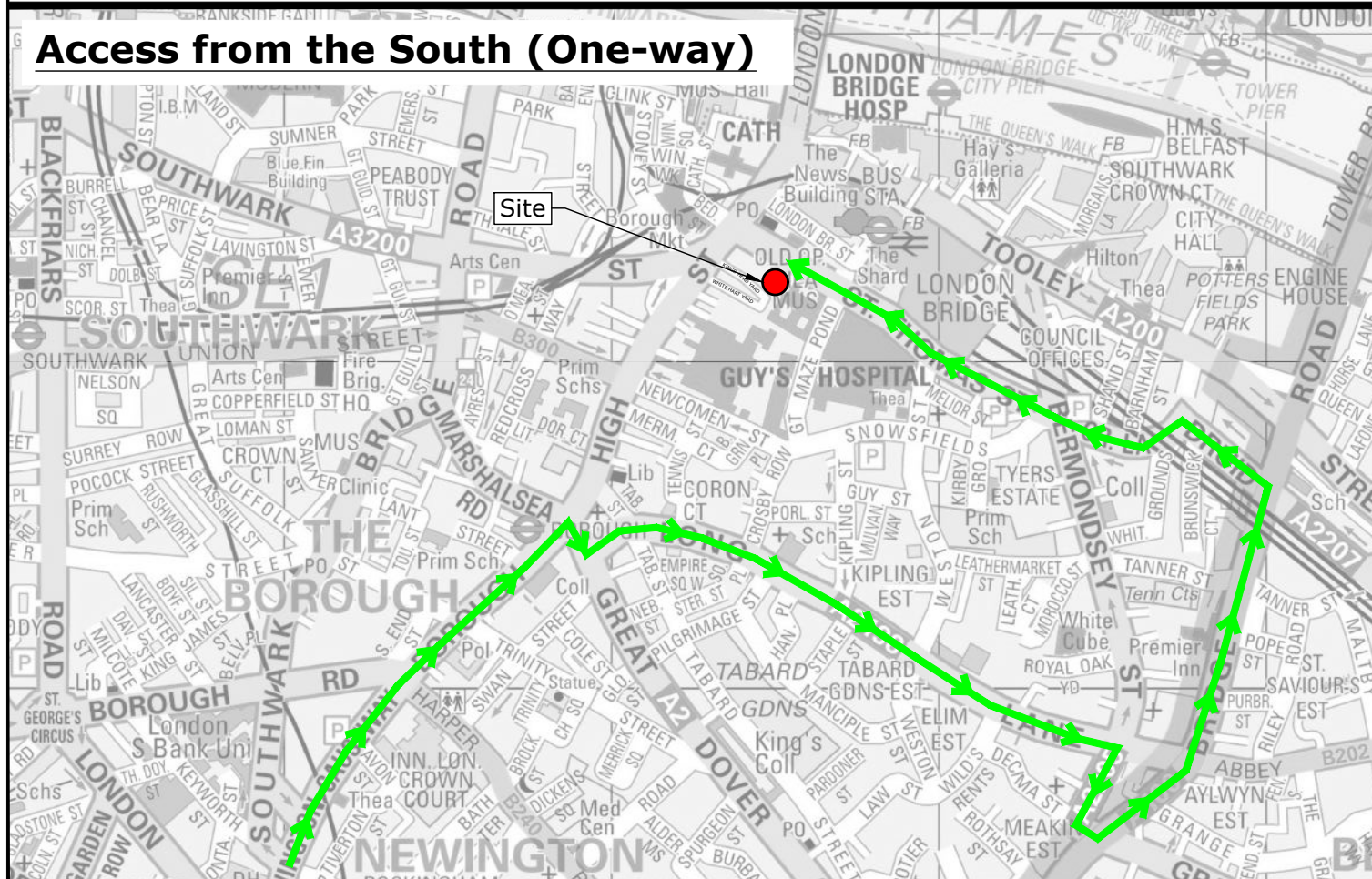
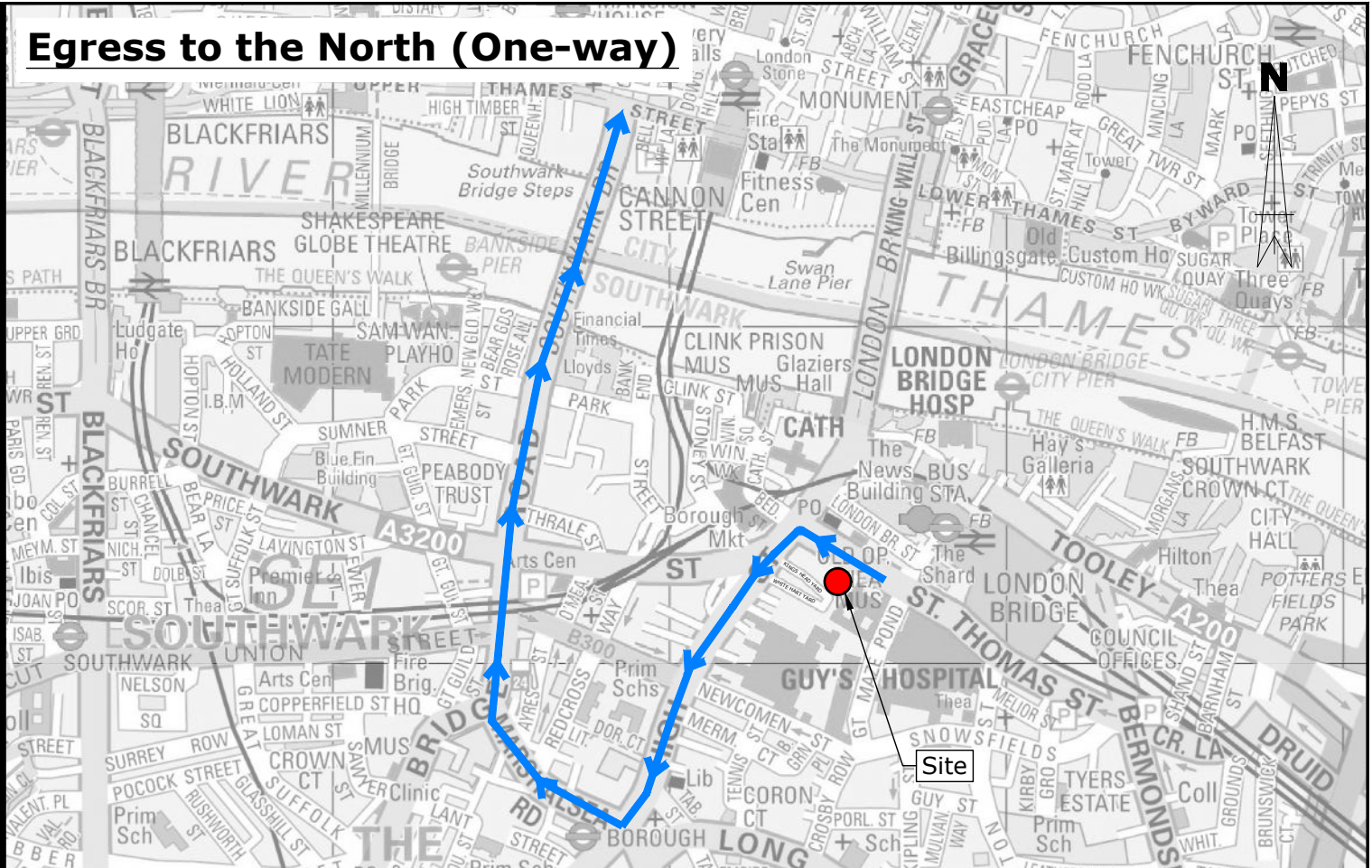
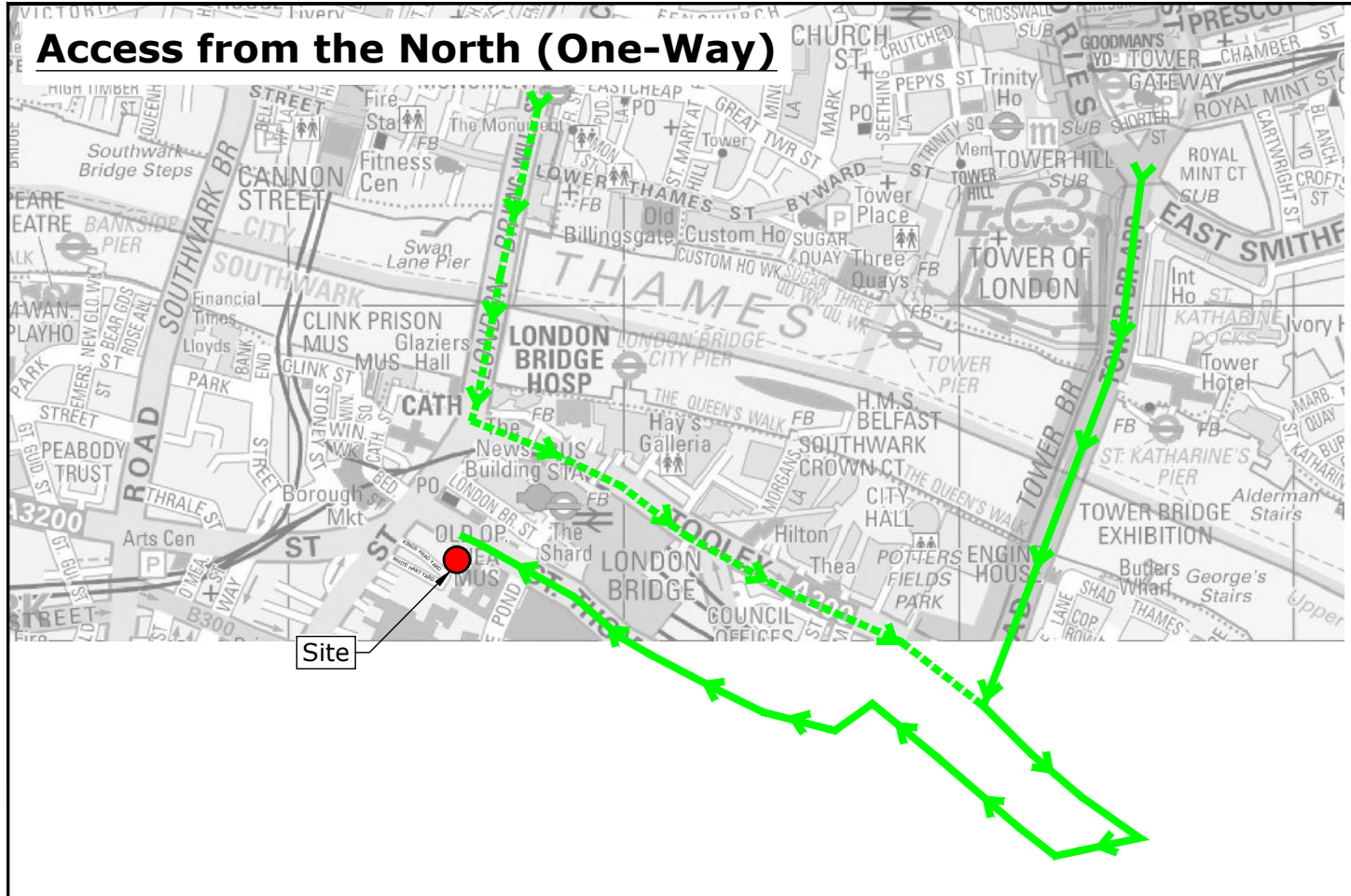
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30848/AC/085

REV
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Appendix B

Vehicle routeing plans

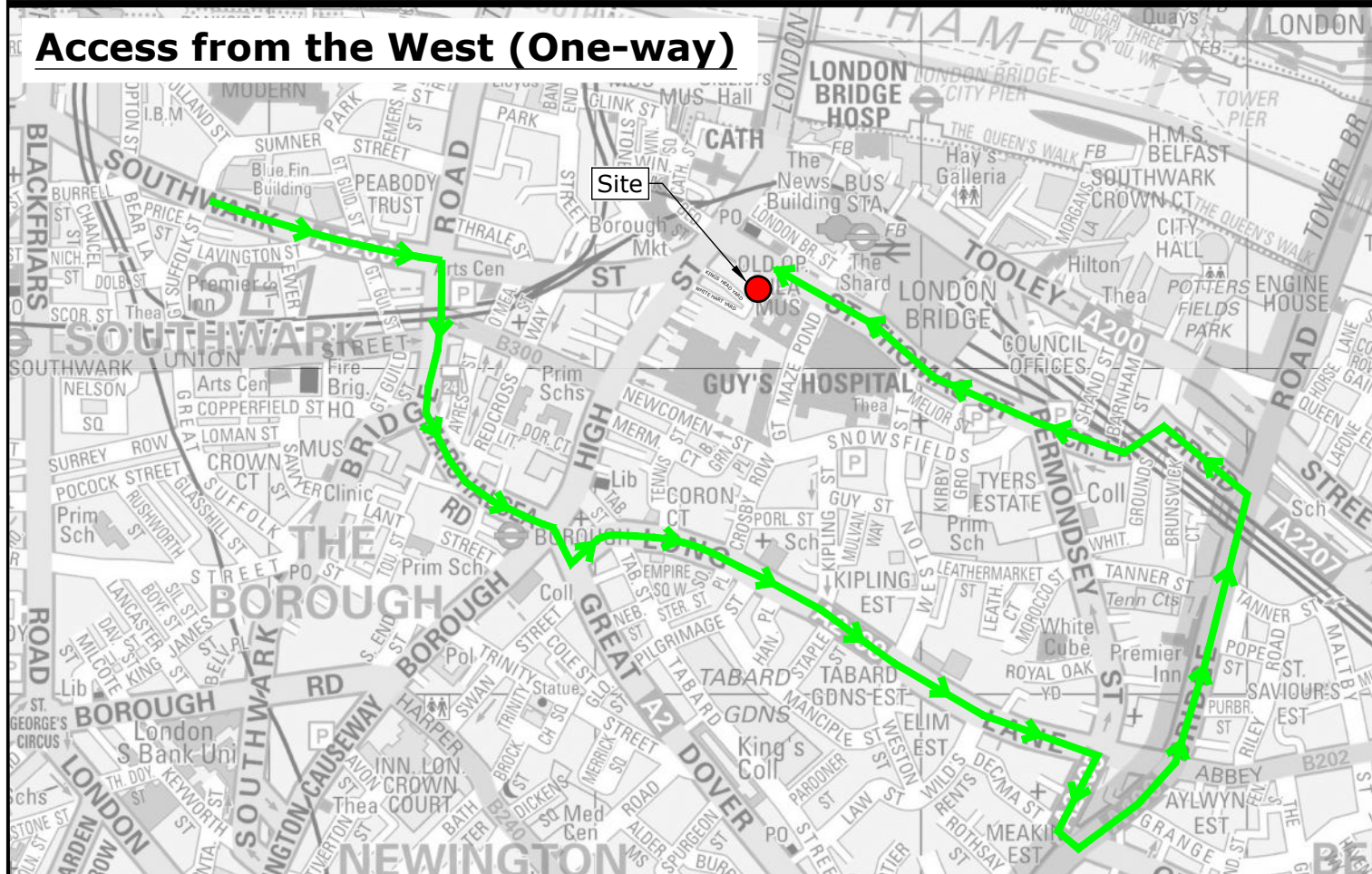
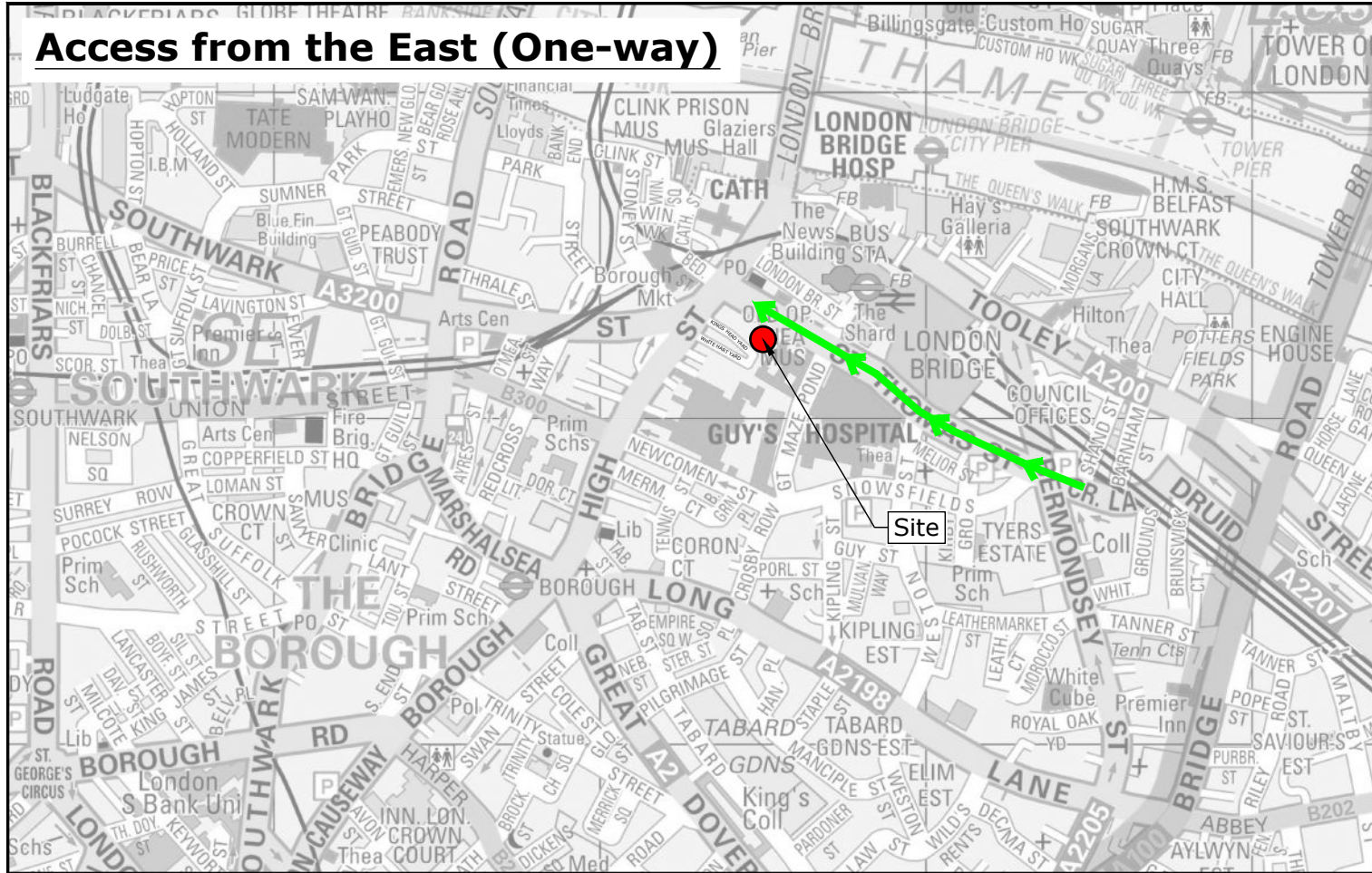


St.Thomas Street access/egress (One-way)

Figure 3

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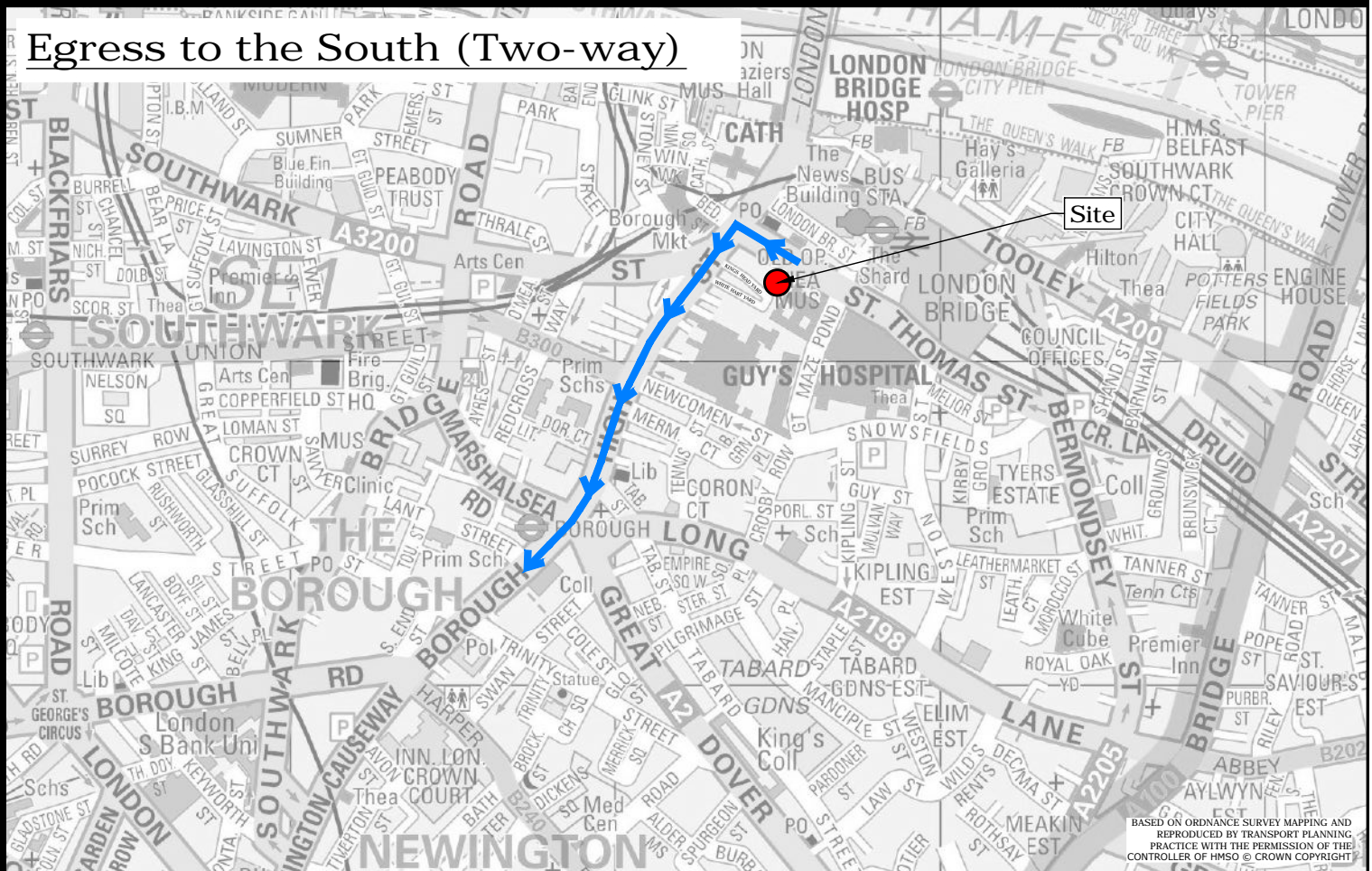
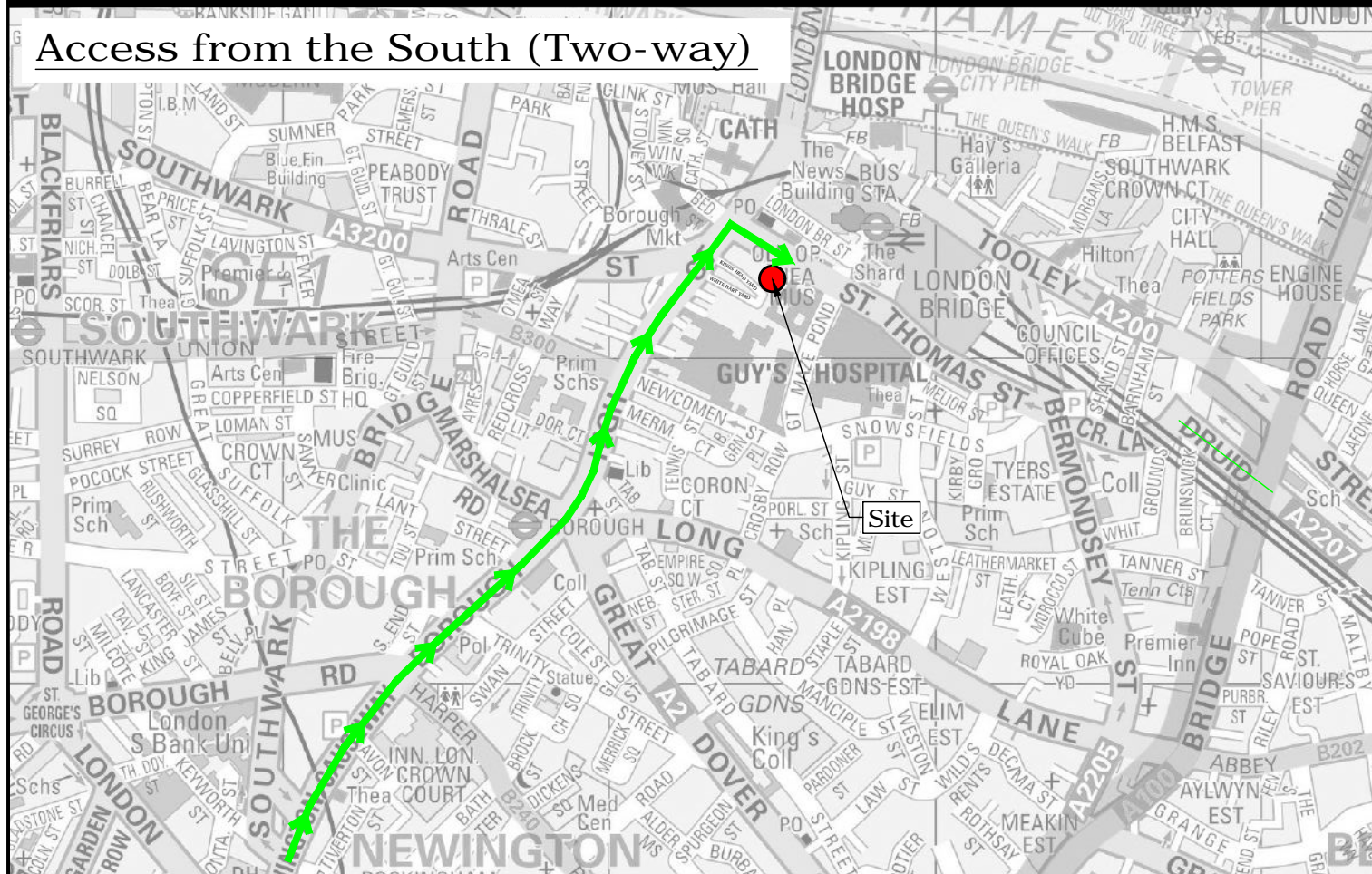
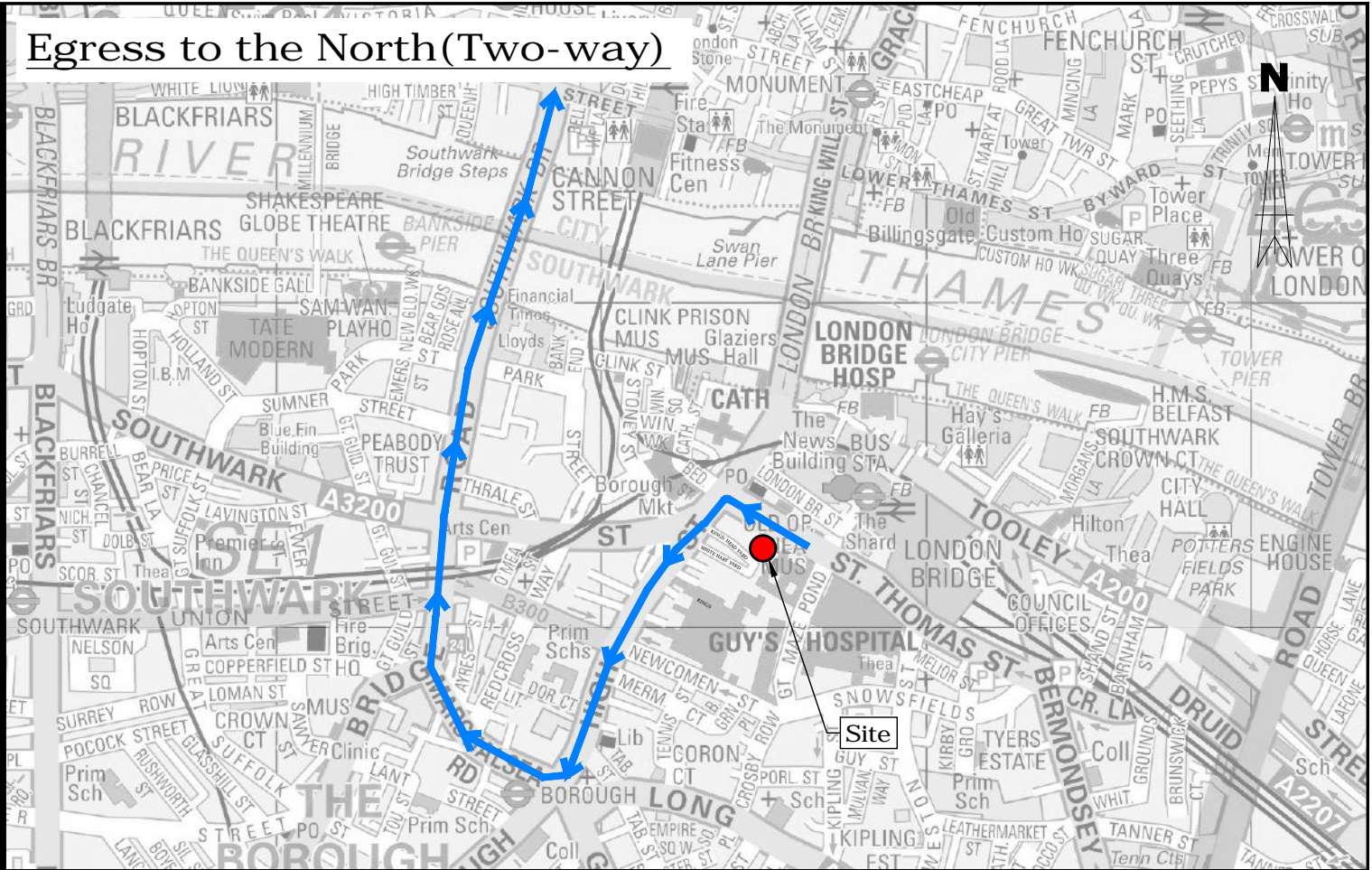
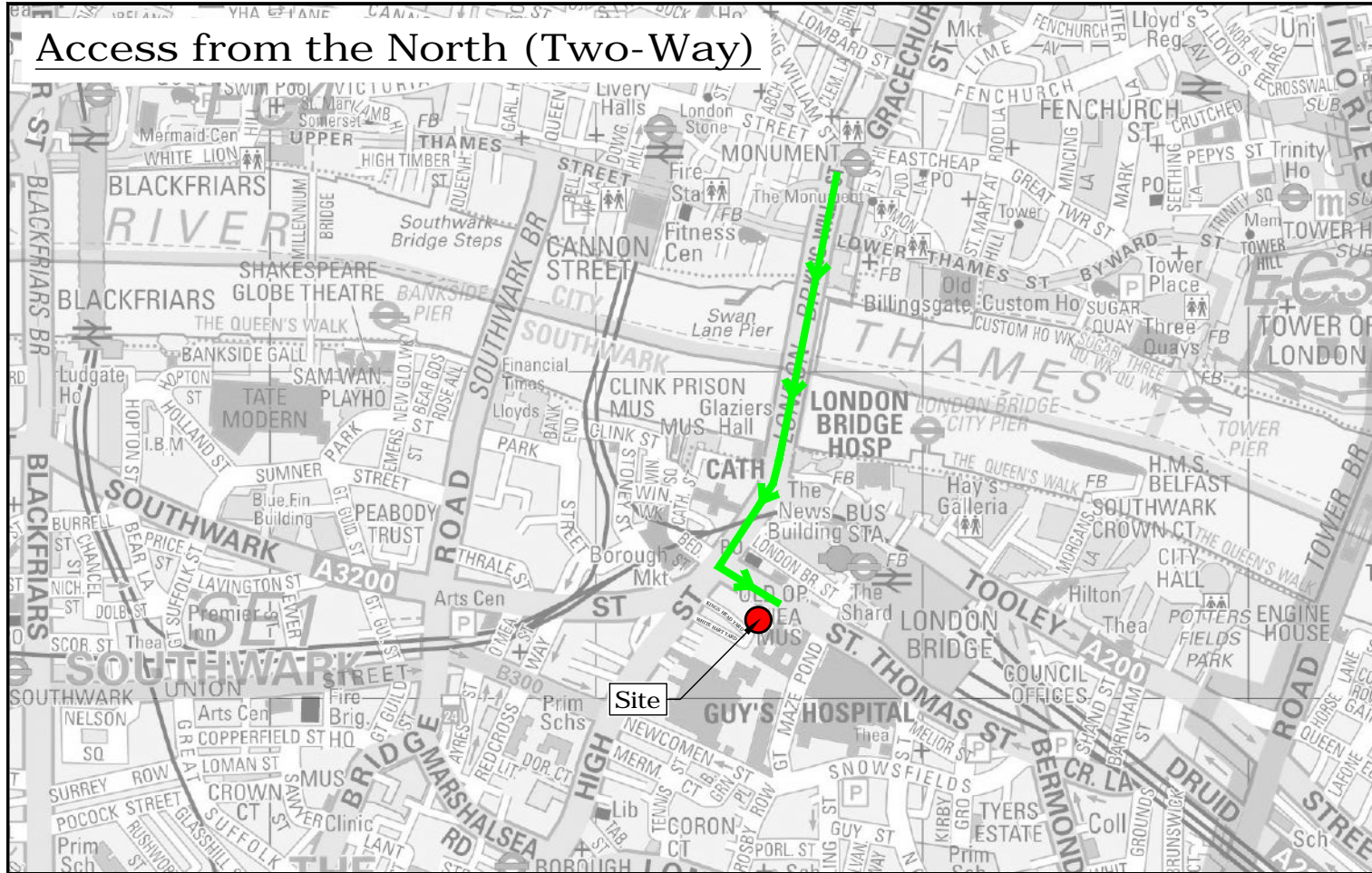
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St.Thomas Street access/egress (One-way)

Figure 4

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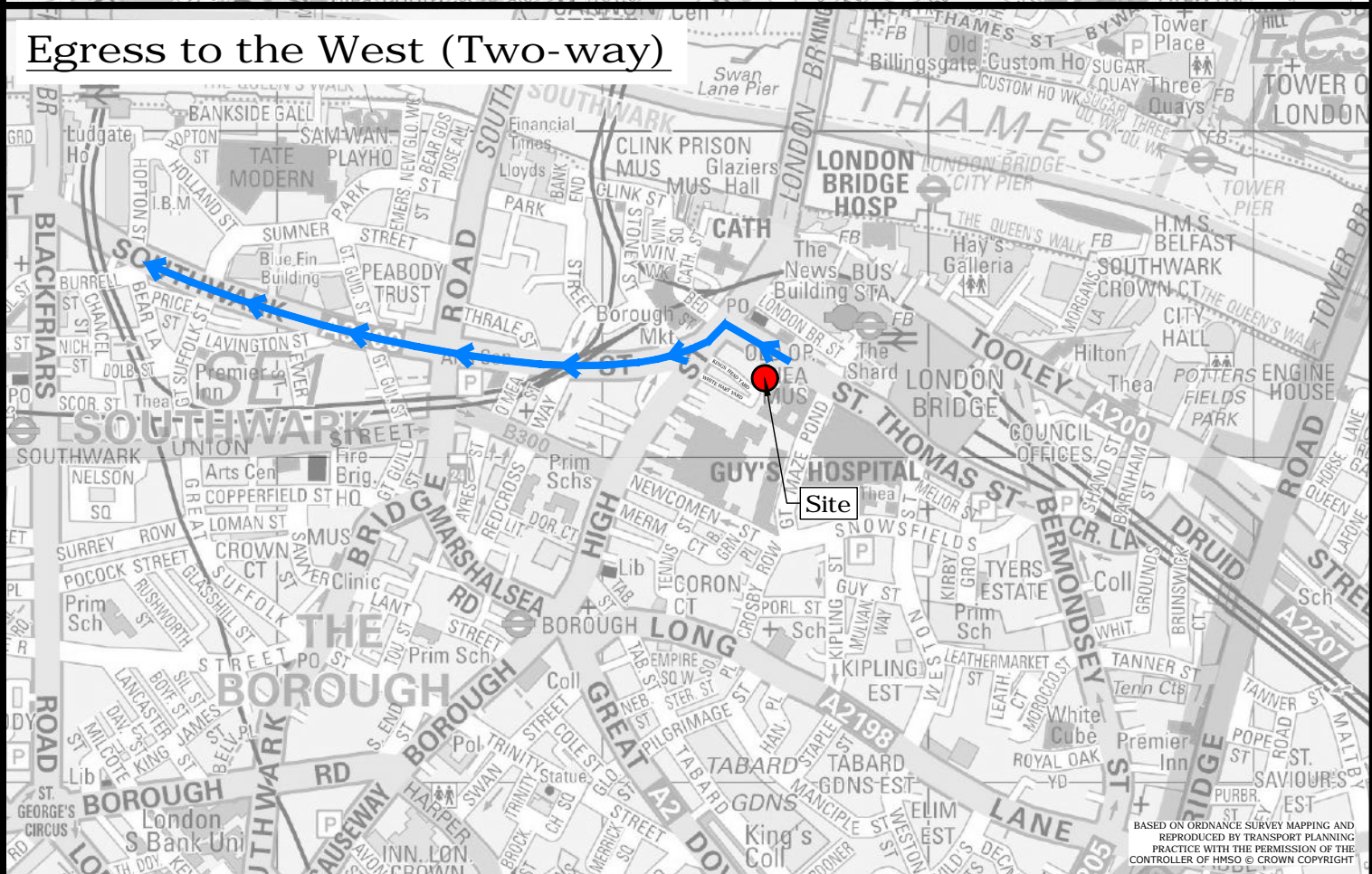
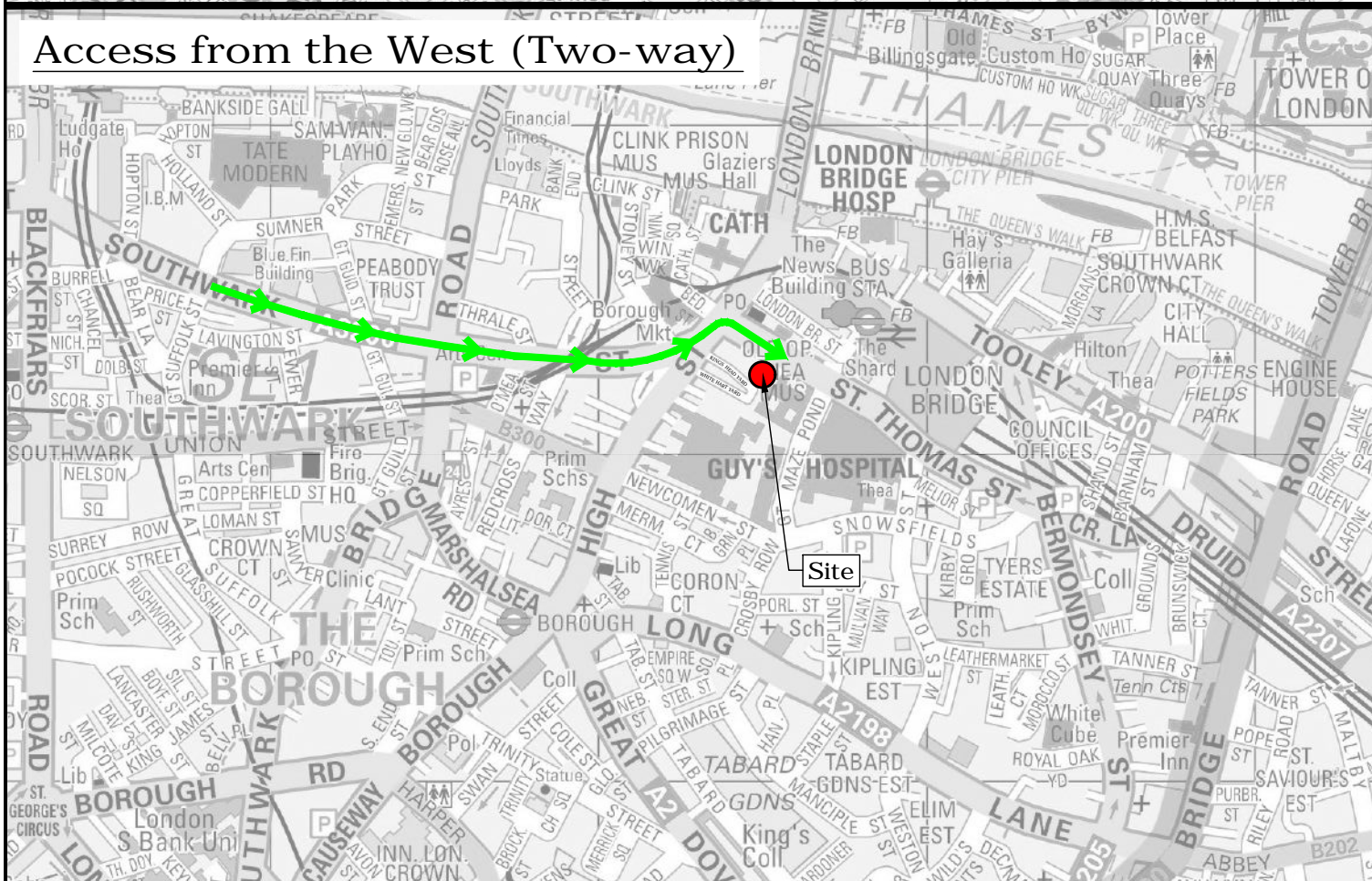
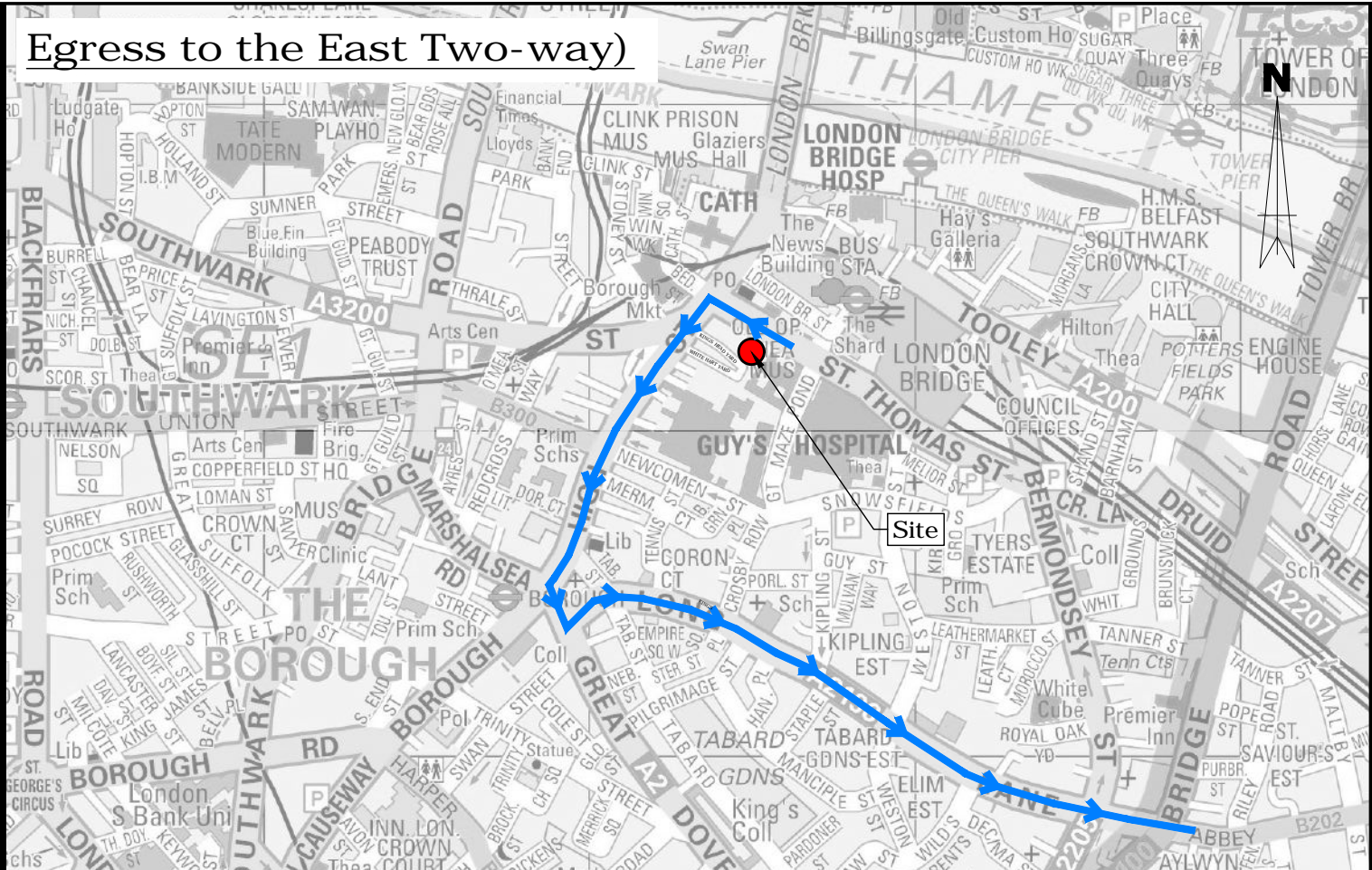
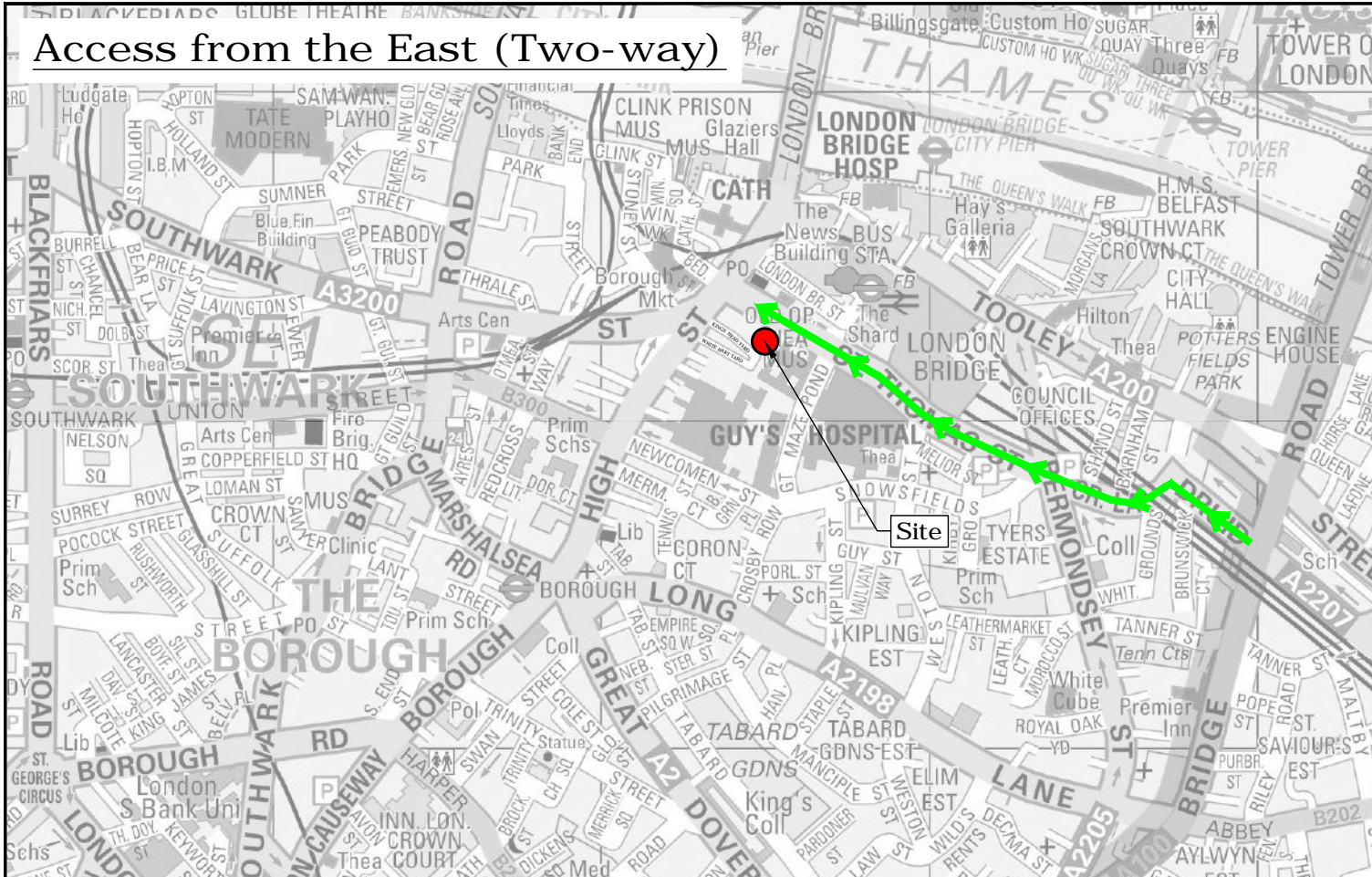


St.Thomas Street access/egress (Two-way)

Figure 5

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St.Thomas Street access/egress (Two-way)

Figure 6

Appendix C

Waste generation calculations

New City Court - Waste Generation and Storage Requirements - Option 1: 1,280 litre Eurobins and 30/70 split between general and recyclable waste + compaction of cardboard for Office Use

Land Use	GEA (m2)	Total Waste storage requirements (weekly)				
Class E Office	52962	2000	litres	per	1000	m2 GFA
Class E Retail	358	4000	litres	per	1000	m2 GFA
Class E Food and drink	450	3500	litres	per	1000	m2 GFA

Based on Westminster City Council 'Recycling and Waste Storage Requirements' document (2017-2018)

Land Use	Total Weekly Storage Requirement (litres)	Daily Storage Requirement (litres), based on 5 collections a week			Daily Storage Requirement (No. of 1,280 litre Eurobins), based on 5 collections a week			Cardboard to account for 50% of recyclable waste	Bin Type
		Total Waste Storage Requirement (litres)	General Waste Storage Requirement (litres)	Recyclable Waste Storage Requirement (litres)	Total Waste Storage Requirement (litres)	General Waste Storage Requirement (litres)	Recyclable Waste Storage Requirement (litres)		
Class E Office	105924	21185	6355	14829	11	5	6	Compacted into Bales and collected separately	
Class E Retail	1432	286	86	200	Combined Provision as below				
Class E Food and drink	1575	315	95	221					
Non-Office Uses	3007	601	180	421					
D2	Assessed on its own merit in the context of the small amount of floorspace and the type of use proposed				2	1	1		
Total					included within Non-Office Provision as above				
					13	6	7		

Bin Type	1280	litre
----------	------	-------

Split of total waste	
30%	general
70%	recyclable

	Recyclable Waste Reduction
Cardboard Baler for Office Use	50%

Assumes 50% of recyclable office waste would be cardboard which could be compacted into bales and collected separately. This reduces the recyclable Eurobins by half.