



BXC Development Partners

Brent Cross Cricklewood

Framework Servicing and Delivery Strategy

D119038/TA/FS&DS/05

May 2009

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Prepared for:



Revision Schedule

Framework Servicing and Delivery Strategy

May 2009

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Rev	Date	Details	Prepared by	Reviewed by	Approved by
01	17 th December 2008	Draft	G Wright Associate	C Cook Associate	J Orchard Director
02	05 th January 2009	Revised draft	G Wright Associate	C Cook Associate	J Orchard Director
03	12 th January 2009	Draft to authorities	G Wright Associate	C Cook Associate	J Orchard Director
<u>04</u>	<u>9th April 2009</u>	<u>Final Draft (with changes)</u>	<u>G Wright</u> <u>Associate</u>	<u>C Cook</u> <u>Associate</u>	<u>J Orchard</u> <u>Director</u>
<u>05</u>	<u>5th May 2009</u>	<u>Final Draft</u>	<u>C Cook</u> <u>Associate</u>		

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1 Introduction

Overview

- 1.1 This document is a Framework Servicing and Delivery Strategy that supports the Brent Cross Cricklewood Regeneration Scheme. It describes how the Scheme will provide for the efficient servicing of premises and facilities that will form part of the scheme. The location of the Site is shown on Figure 1. The aim of the scheme is to transform the existing Brent Cross Shopping Centre from a relatively insular and predominantly car-borne retail destination that is served mainly by the strategic road network into an integral part of a new mixed use Town Centre that is outward looking in the way that it serves and relates to its locality.
- 1.2 This Strategy document supports the submitted planning application and draws its information from the documentation submitted within the planning application and the relevant policy context. For ease of reference, the main documents referred to are set out below and can be viewed via the Brent Cross Cricklewood website:
- Brent Cross Cricklewood and West Hendon Regeneration Area Development Framework
 - Drawings and Plans (Volume BXC1)
 - Development Specification and Framework (DSF)(Volume BXC1)
 - Transport Assessment and Supplementary Report (Volume BXC5)
 - Construction Impact Assessment (Volume BXC21)
 - Framework Travel Plan (Volume BXC5)
- 1.3 The planning application (PA) is in outline save for the strategic access junctions for which detailed planning permission is sought. The Scheme will provide a comprehensive mixed-use redevelopment of the BXC Regeneration Area comprising:
- Residential, a full range of town centre uses and offices, industrial and other business uses;
 - rail and freight facilities and a waste handling facility (WHF);
 - leisure, hotel and conference facilities, community, health and education facilities and open space;
 - a petrol filling station, new rail and bus stations, vehicular and pedestrian bridges, parking and landscaping;
 - works to the highway to provide facilities for vehicles, buses, taxis, pedal cyclists and pedestrians;
 - works to the River Brent and associated infrastructure, demolition and alterations of existing structures and utilities infrastructure and associated facilities, together with any required temporary works.

- 1.4 The planning application includes a range of documents and plans that provide guidelines, specifications, parameters and plans that through the use of planning conditions or agreements will control specific aspects of the development as these come forward. For this reason the PA does not include detailed proposals for servicing and delivery to premises throughout the site at this stage but instead provides an overarching framework for a servicing and delivery strategy, within which the development will need to comply as it is progressed. This will be delivered by approval of reserved matters planning applications (RMA) and the mechanism of control is set out in the Reconciliation Mechanism contained in section 6 of the DSF.

Purpose

- 1.5 The purpose of this strategy for servicing and delivery is to support the PA by drawing together the proposals and information set out in the documents and to show how these combine to deliver the overall scheme objectives for servicing and delivery. This will be achieved in the following way:
1. Review the policy framework for servicing and delivery provision within the development, including those set out in the Cricklewood, Brent Cross and West Hendon Regeneration Area Development Framework.
 2. Review the information prepared on behalf of the Applicants in the development of their proposals and in support of the planning application.
 3. Provide a clear statement by the applicants of their intentions in promoting the BXC development both in terms of the infrastructure that are included as part of this planning application, measures including management for servicing and delivery that can be included within a reserved matters approval, by way of planning conditions or legal agreement and further work to develop the strategy post planning consent that the applicants can commit to now and which will be a requirement imposed by condition on the outline consent.

2 Background

Previous work

2.1 The servicing and delivery aspects of the BXC development have been the subject of a range of study and strategy documents as detailed below:

- SW (04/09/06) – Delivery and Servicing Strategy – Draft briefing note for discussion
- SW TN28 (18/09/06) – Delivery and Servicing Strategy – Draft Scoping Note for discussion
- Chris Nichols (16/10/06) – Servicing and Delivery – Existing conditions together with various supporting tables showing survey data
- SW TN34B (26/10/06) Delivery and Servicing Strategy (BXSC)
- SW TN45C (21/02/07) Servicing and Delivery Strategy
- SW Draft TA (May 2008) Section 5.11: Delivery and Servicing
- SW TA (15/09/08) Section 5.3.8: Framework Servicing and Delivery Strategy
- Woolf Construction Impact Assessment (CIA September 2008) Section 8: Construction consolidation Centre and Railhead
- SW TA Supplementary Report ((12/11/08) Section 6.10: Rail based facilities

2.2 In addition a workshop on servicing and delivery has been held (December 2008) involving interested parties from both the applicants and the authorities and this included input from Scott Wilson drawn from the above documentation together with a presentation by Intermodality (on behalf of the applicants) on the potential for development of freight facilities at BXC. The workshop also considered the comments raised by TfL in response to the TA and the corresponding responses to these comments provided by the applicants. An action from the workshop, [addressed in this document](#) has [been](#) the production of an expanded Framework Servicing and Delivery Strategy that would enable the comments raised by TfL and the discussions during the workshop to be addressed.

Policy context – London freight plan

2.3 The key policy consideration for servicing and delivery for the BXC scheme has been the development (contemporaneously with the BXC proposals themselves) by TfL of its strategy for dealing with freight impact of the London Plan. This has led to the publication in October 2007 of the “London Freight Plan – Sustainable freight distribution: a plan for London”. The Plan identifies four key projects and three work streams for delivering freight in London more sustainably and TfL has set up a Freight Unit to guide implementation.

Key projects

Freight Operator Recognition Scheme

- 2.4 A Freight Operator Recognition Standard will provide a quality benchmark to promote fleet and freight vehicle operational efficiency, aimed at improving all areas of sustainable distribution and reducing CO₂ emissions, congestion, collisions and operator costs. The standard could be used when awarding servicing, maintenance and supply contracts to ensure the sustainable credentials of freight operators.

Delivery and Servicing Plans

- 2.5 Delivery and Servicing Plans (DSPs) will be used to increase building operational efficiency by reducing delivery and servicing impacts to premises, specifically CO₂ emissions and congestion. DSPs aim to reduce delivery trips (particularly during peak periods) and increase availability and use of safe and legal loading facilities, using a range of approaches including consolidation and out-of-hours deliveries. They will be integrated into the Reconciliation Mechanism process as set out in section 6 of the DSF.

Construction Logistics Plans

- 2.6 Construction Logistics Plans (CLPs) have similar objectives to DSPs, but will be applied to the design and construction phases of premises, specifically to improve construction freight efficiency by reducing CO₂ emissions, congestion and collisions. Likewise they will be integrated into the Reconciliation Mechanism process of the DSF.

Freight Information Portal

- 2.7 This will offer London, a single interface for information on freight between London's public authorities, [businesses](#) and freight operators. It will enable the integration of systems and act as a single point of registration for deliveries in London.

Workstreams

- 2.8 The three ongoing work-streams to support delivery of these projects are:
- Partnership development - This will assist the Plan's delivery by building partnerships at pan-London and sub-regional levels to help coordination between TfL, businesses, operators and boroughs. This is in line with the Mayor's Transport Strategy, as it includes the LSDP and London's sub-regional Freight Quality Partnerships. The partnerships will exchange information, share concerns and best practice, and act as a focus for developing new initiatives and agreeing plans. A specific aim is to speed the identification and demonstration of best practice to help reduce CO₂ emissions and improve safety.
 - Major freight projects - Projects focused on promoting modal change from road to more sustainable alternatives (such as rail and water), and on reducing CO₂ emissions, will be developed as they arise and as funding is secured.
 - Freight data, modelling and best practice - Building the freight knowledge base is vital to improving the understanding of the role freight plays in maintaining London as a world

class city. It will also allow the development of a regional freight modelling capability to demonstrate the benefits of best practice case studies and build business cases for change.

Policy context – TfL TA Guidance

- 2.9 In May 2006 TfL published “Transport assessment best practice” as guidance to the preparation of transport assessments in support of major planning applications. This raises the profile of freight and servicing issues within a transport assessment and includes, in section 7, advice on the content of TA’s in this respect.

Freight and servicing

- 2.10 Key concerns are reducing the levels of road freight, particularly during peak periods and making use of alternative modes of transport where possible — both with national rail and waterways.
- 2.11 The impacts of delivery and servicing of the development need to be assessed and mitigation, such as consolidation, needs to be considered. Issues that should be addressed include the expected number and types of vehicles, time of day and week of operation, delivery provision in terms of loading bays, drop-off areas etc, impact to the transport network highways including bus routes, together with any potential detrimental noise/air quality issues and conflict with other vehicles/pedestrians. These issues are addressed at section 5.3.8 in the TA.
- 2.12 The guidance encourages the review of the available provision for delivery and servicing, which should ideally be ‘back of house’ rather than on-street, modifying demand to match supply. It points to cooperative logistics or consolidation and the use of loading plans as part of workplace travel plans to identify safe and legal loading areas.

Construction

- 2.13 The guidance acknowledges that the construction phase of any development will have impacts on the transport network and in the case of the BXC development this could be for many years. Transport assessments are directed to include the potential use that can be made of a construction materials consolidation centre. Traffic management plans are identified for traffic due to construction and for proposed highway and infrastructure works proposed to mitigate impacts. It is noted that the construction of a development should be achievable without causing unnecessary reduction in network capacity. These issues are addressed at section 12.10 in the TA and in the Construction Impact Assessment (Volume BXC21).

Policy context – Development Framework

- 2.14 The Cricklewood, Brent Cross and West Hendon Regeneration Area Development Framework (DF) makes provision for a rail freight facility on land between the A5 and the Midland Mainline. The DF also makes provision for a new waste handling facility to replace the existing facility. The new site is located on land between the A5 and Midland Mainline, currently occupied by bulky goods retail units. The DF also points to the need for the waste handling facility to provide an amenity centre for local residents to recycle their waste.

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Summary

2.15 The policy context for the BXC scheme has been strengthened during the period that the development proposals have been formulated and this has been welcomed by the applicants in helping to frame and guide their ideas. The essential elements have been:

1. The need to formulate proposals for a Freight Quality Partnership that would cover the whole of the site and ideally be linked or part of a wider sub-regional FQP.
2. The need to consider from the outset innovative proposals to minimise the transport impacts arising from servicing and delivery including:
 - o Avoidance
 - o Reuse
 - o Recycle

together with management and infrastructure interventions that look at new technologies and best practice from elsewhere in London and globally.

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2.16 The aim of the Framework Servicing and Delivery Strategy is to respond to this policy context accepting that the current planning application is in outline (save for strategic access junctions) and therefore at this stage it is too early in the development process to make detailed proposals and commitments but for the framework to set out clearly identified objectives and targets for detailed proposals to be considered against.

3 Framework Servicing and Delivery Strategy

Vision and Objectives

3.1 The vision of the Framework Servicing and Delivery Strategy (FSDS) is **to embed exemplary servicing and delivery as central to the design, implementation and ongoing management of the BXC scheme**. This strategy provides the blue print for the delivery of this vision and it does so in the following ways:

- By establishing a set of objectives;
- By establishing a set of guiding principles; and
- By setting out illustrations of a toolkit for future implementation.

3.2 The overarching objective of the FSDS is to reduce the impact of delivery and servicing activity generated by the BXC site on the human and physical environment. This will be pursued through seeking to gain control and influence on delivery and servicing activities, to achieve the following objectives:

- Reducing the volume of delivery and servicing trips;
- Changing the pattern of delivery and servicing trips and specifically reducing the number of trips during the peak travel periods;
- Shifting mode from road to rail and other more sustainable modes; and
- Improving delivery and servicing vehicles, equipment and technology.

Guiding Principles

3.3 This strategy will rely in its implementation upon a number of key underpinning principles.

- The BXC Scheme will provide an **exemplar** of good practice in the delivery of servicing and delivery measures as an integral part of a large scale redevelopment scheme and the BXC Servicing and Delivery Manager will work with the relevant authorities to develop best practice case studies based upon the BXC experience.
- The strategy is illustrated by current technology and innovation but the Applicants will wish to retain **flexibility** and not limit themselves to such measures where, during the course of the construction phase, improved measures or technologies become available or the illustrations provided fail to live up to expectations.
- The strategy is a **framework** and will not provide details at this stage that should more appropriately be determined at a later stage in the development process. However the strategy will set out the basic structure that will be followed by each Reserved Matter Transport Report (RMTR) in support of detailed planning proposals for each development zone/plot.

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- The strategy must be **practicable and deliverable** and the Applicants will not rely upon measures that they are unable themselves to deliver.
- Servicing and delivery must be **embedded** throughout the life cycle of the BXC scheme from design, through implementation to ongoing maintenance. This is about direct measures to facilitate servicing and delivery as well as indirect measures such as noise attenuation to allow night time operation to avoid peak travel periods.
- Facilities and management for servicing and delivery should have at their core the requirement to provide **safety and security** for persons and goods.
- The strategy should be **process driven** so that aspirations that cannot at this stage become firm commitments, can be developed at appropriate points during the lifecycle of the project and provide increasing levels of confidence to the applicants and the authorities as to their deliverability, or otherwise. An example of such a process could be as follows:
 - Identify opportunity (e.g. A Freight Quality Partnership)
 - Illustrate general approach (e.g. provide list of main issues to be addressed)
 - Undertake feasibility study (e.g. investigate the options for providing a retail consolidation centre to serve BXC)
 - On the basis of a study, feasible options could be marketed to potential service providers/operators (e.g. options for a retail consolidation centre)

On the basis of such a process it may be practicable, at the appropriate time to proceed to a procurement process and or a firm commitment to deliver. Elements of the above process are capable of incorporation into a planning permission through conditions or a legal agreement.

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Overview of Framework Strategy

3.4 In overview, the FSDS will have the following principal features:

- A Servicing and Delivery Strategy (SDS) Manager will be appointed to ensure that the strategy will be suitably developed, implemented, monitored and updated. The appointee will be a member of the development's EMC. An illustration of the duties that could be included into the job description for a Servicing and Delivery manager is provided in paragraphs 3.32 to 3.36 below.
- A data collection exercise will be carried **out** for all significant generators of delivery and servicing trips in the BXC site. This will form a dataset that will inform the strategy development exercise. In most cases delivery and servicing trips will be recorded by recipients as they occur. The BXC Servicing and Delivery Manager will be responsible for the collation of this data which will be made available to the relevant local authorities
- Targets will be set relating to the reduction and change of delivery and servicing activity sought by the objectives. In most cases these will need to be quantifiable and agreed with the relevant authorities, potentially through the BXC Transport Advisory Group

(TAG). The role and function of the TAG is set out in Chapter 10 (Section 10.4) of the TA Vol 1.

- A local area Freight Quality Partnership (FQP) will be established to cover the entire site. There will be consultation and liaison with operators, recipients and other stakeholders to determine the structure and content of the FQP. Particular attention will need to be paid to the determination of measures to be implemented. There is the potential for this local FQP to be extended to cover the West Hendon Regeneration Area but this will not be the responsibility of the Applicants. Moreover, there is the opportunity for a local BXC FQP to join a sub-regional FQP and the Applicants would be willing to support a local authority lead on this (see also paragraphs 3.37 and 3.38). Deleted: plan
- A series of measures will be determined, aimed at achieving the strategy objectives. It will be important to ensure that these are practical, capable of implementation and capable of having an effect. Measures are likely to be specific to different parts of the BXC site, although there will be some general measures that apply to the overall BXC site. The key projects identified as part of the development proposals are highlighted in the paragraphs below.
- The effectiveness of the strategy will be monitored by the SDS Manager to ensure that it is achieving its progression towards the targets and if any further adjustments or amendments need to be introduced. Progress and adaptations to the strategy will be reported annually to the Authorities.
- The local FQP for the site will encourage freight operators to demonstrate sustainable distribution operations and best practice through being a member of the TfL Freight Operator Recognition Scheme (FORS), or equivalent. Deleted: include reference to a charter mark for freight operators
- The FQP will include contingency planning such as civil emergencies or disruption caused by emergency access to public utility plant.

3.5 The applicants would be willing to consider a clause as part of a legal agreement attached to a planning permission to implement the Framework Servicing and Delivery Strategy across the whole of the Scheme.

Key Projects and Work Streams

3.6 The general components of the strategy are considered below using headings identified from the London Freight Plan.

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Modal Shift

3.7 The concept of modal shift in freight is already integral to the BXC proposals with both the proposed Waste handling facility (WHF) and the Freight handling facility (FHF) making use of the existing railway lines to carry large quantities of freight into and out of the area. The FSDDS will seek to further utilise the rail facilities for the purpose of servicing and delivery across the BXC site. Deleted: exploit
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Underground waste collection system

- 3.8 The application proposals include the preferred option of an underground waste vacuum disposal system. This would remove waste via a network of pipelines and pumps, substantially reducing the number of refuse vehicles generated by the development. The first of its kind in the UK using this technology has recently been commissioned to remove waste materials from Wembley City. (The Wembley City development comprises 4,200 homes built on 85 acres around the stadium and it is estimated that the underground waste system will reduce refuse lorry miles by up to 90%).
- 3.9 It is anticipated that the underground system would be linked to the waste handling facility described below, and thus significantly reduce the number of residual waste and recyclable/compostable waste collection vehicles required to serve the scheme and reduce the requirements for refuse storage. However, given the innovative nature of the technology and thus the limited number of operators in the current market place, it is not feasible for the Applicants to commit to its provision.
- 3.10 The Applicants have confirmed that whilst they are unable to commit to an underground waste evacuation system as part of a planning permission, they are pursuing this system as a preferred option. Therefore, the Applicants will do all that is reasonably required to employ this form of technology but the TA assesses, as a 'worst case', waste disposal using refuse lorry collection and movement to the WHF. [Should this not occur the applicants will look to appoint a site-wide waste contractor rather than each commercial premises being able to choose their own. In addition, should the WHF be unable to receive the waste directly via an underground system, a terminal for the development's waste system will be constructed elsewhere in the development.](#)

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Retail Consolidation Centre

- 3.11 The Applicants can see the potential benefit of providing a retail consolidation centre [serving BXC and potentially other nearby retail areas](#) although its feasibility depends heavily on identifying a suitable site and on the co-operation of the retailers. The Applicants will undertake a study into the feasibility of providing such a facility prior to commencement of the primary development [package](#) should planning consent be granted.

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Specific Measures

- 3.12 The likely principal components of the FSDS are the three major freight generators in the development proposals and then the rest of the BXC site as follows:
- BXSC;
 - Rail Freight Facility;
 - Waste Handling Facility; and
 - Rest of the BXC site.
- 3.13 These form a framework, within which the details can be developed at the appropriate time.

Brent Cross Shopping Centre

- 3.14 BXSC represents a major attractor of delivery vehicles, and currently receives between 300 and 370 vehicles on an average working day. This volume is expected to increase by around 50% when BXSC is expanded. There are currently six areas in BXSC that are used for servicing and delivery vehicles. The scheme includes for two of these to be replaced, and a further two to be added, making a future total of eight areas (two of which will be underground).
- 3.15 Even with this increased volume of delivery and servicing vehicles, when spread across the day, it is not the impact that these vehicles have on the wider network that is particularly significant, it is more their impact specifically when at the Centre itself.
- 3.16 The bulk of these vehicles are making deliveries of stock to the retail outlets within the centre, with the remainder delivering other supplies or collecting refuse. Depending on the outlet being supplied, deliveries are made either by own account operators or third party logistics operators. In the case of outlets representing the large retail chains these deliveries will have been generated by remote merchandising systems and the outlet itself will have little control over what stock it receives and when. Details of the existing service area facilities, together with classified delivery vehicle counts are included in Technical Note 34B.
- 3.17 Service vehicle movements to and from the facilities BXSC site will be managed to avoid peak travel times ~~and the introduction of a vehicle booking and management system that will facilitate this process is proposed~~. The applicants are willing to consider inclusion of a clause relating to the provision of such a system as part of a legal agreement.
- 3.18 The design of the servicing areas for the shopping centre will include an element of over provision to allow for drivers to take statutory rest periods.
- 3.19 The SDS as it relates to Brent Cross Shopping Centre will include, but not necessarily be limited to:
- Joining or helping to create a suitable FQP, and encouraging or requiring both own account and third party logistics (3PL) operators to do the same;
 - Conducting a feasibility study into a retail consolidation centre and gathering support for the concept from tenants;
 - Encouraging own account operators to make larger and therefore fewer deliveries;
 - Encouraging 3PLs to coordinate deliveries across many outlets thus allowing larger and fewer deliveries;
 - Encouraging both own account operators and 3PLs to deliver outside road network peak hours;
 - Encouraging both own account operators and 3PLs to use ~~technology in vehicles to~~ allow for safer operations with lower ~~noise and atmospheric~~ emissions;
 - Emptying existing loading bays of non-delivery related materials such as rubbish, storage containers and parked cars, thereby facilitating more efficient deliveries;
 - Designing new service areas to facilitate efficient access;

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- Provision for drivers who, despite adequate scheduling of their journey have to break their journey at the site in order to comply with statutory rest periods;
- Continuing with the existing practice of collecting waste during night time; ~~and~~
- Encouraging premises to use operators able to demonstrate their legal compliance and use of best practice to reduce collisions, fuel consumption, CO2 and fines/charges e.g. by being FORS members.

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Rail Freight Handling Facility (FHF)

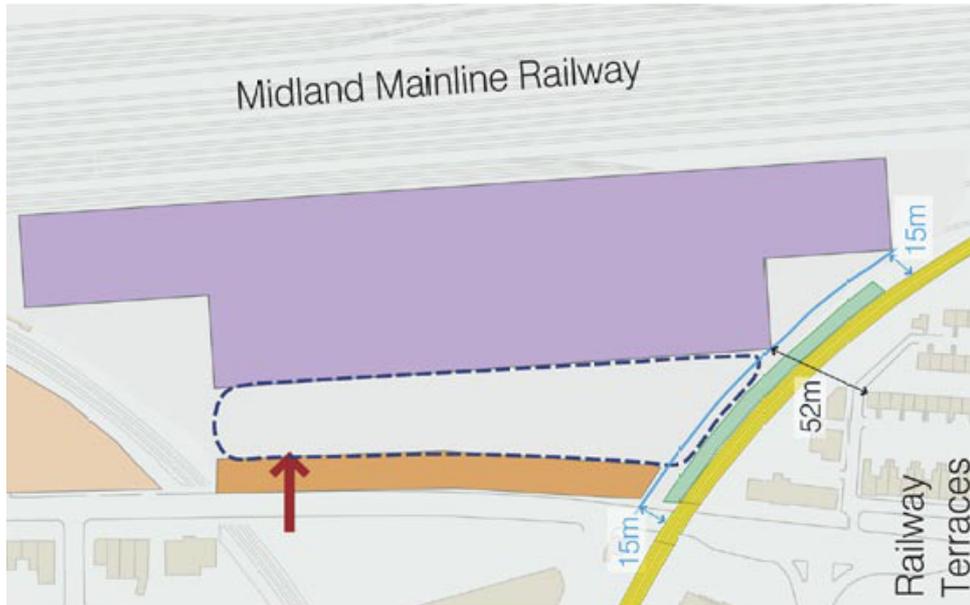


Figure 3.1

3.20 The Applicants have in the past undertaken extensive liaison with the rail freight industry, and significant interest has been shown in the potential for freight handling services at this location. The development proposal makes provision for such a facility in line with the Development Framework. The exact type and nature of freight facilities to be utilised on the site is yet to be fully determined and will be subject to detailed discussions with the industry post permission. In view of the above, and given the Applicants reliance on the identification of a guaranteed occupier prior to construction commencing, the Applicants are unable to specify the exact delivery timing of the facility.

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3.21 The site will need to be designed in a way that will allow for the safe and efficient movement of freight vehicles to and from it and the junction modelling has included allowance for the vehicle movements in and out of the facility (a conversion factor of 2 passenger car units (pcu's) per lorry has been used in the junction modelling). In addition the future operator will be expected to commit to the following as a minimum:

- Joining or helping to create a suitable Freight Quality Partnership (FQP), and encouraging or requiring other associated operators to do the same;
- Operating outside road network peak hours;
- Minimising night time noise;
- Using technology in vehicles to allow for safer operations with lower noise and atmospheric emissions;
- Provision for drivers who, despite adequate scheduling of their journey have to break their journey at the site in order to comply with statutory rest periods (as set out in 3.19 above);

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The applicants are willing to consider conditions attached to a planning permission that seek to attenuate noise and facilitate night-time working.

The applicant's commits to use reasonable endeavours to ensure that the Rail FHF is used, whether this one or the existing one in the construction process.

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Waste Handling Facility (WHF)

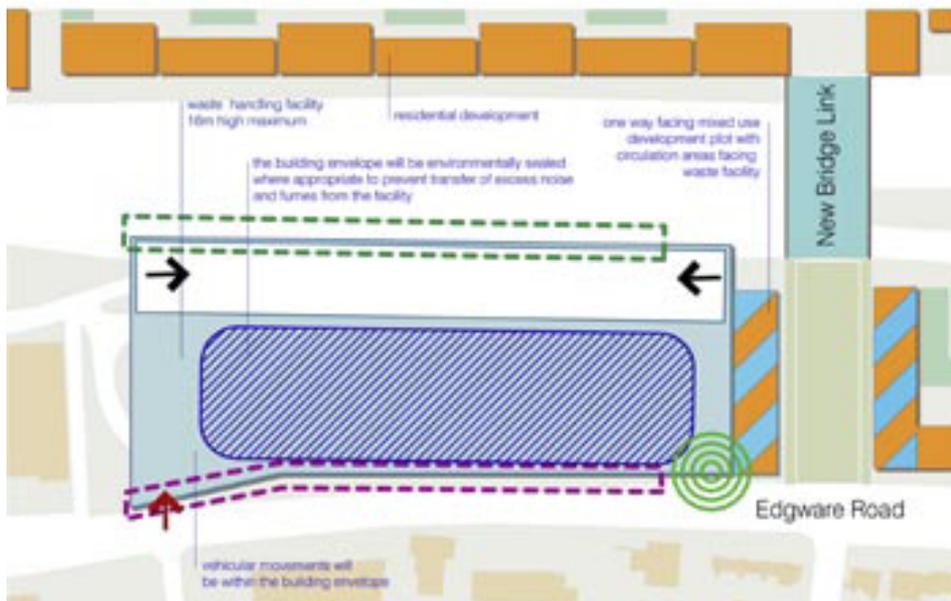


Figure 3.2

3.22 In line with the development framework, the application proposals involve the creation of a new rail-linked Waste Handling Facility (WHF) on a site adjacent to the A5, as a replacement for the existing waste transfer station (as shown on Parameter Plan 004 and 018). The Applicants have confirmed that the existing facility will not be closed until a new facility has been constructed. The waste facility is likely to be operated through a new contract yet to be

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awarded by the North London Waste Authority and the Applicants are in discussions with the Authority regarding the possible design and configuration of this facility.

- 3.23 The operators of this facility will be required to ensure that the site is designed in a way that will allow for the safe and efficient movement of freight vehicles to and from it and the junction modelling has included allowance for the vehicle movements in and out of the facility (a conversion factor of 2 pcu's per lorry has been used in the junction modelling). In addition the future operator will be expected to make commitments similar to the FHF operator as described above, including in relation to night-time noise.

Rest of the BXC Site

- 3.24 The rest of the BXC site comprises mixed-use development on sites of various sizes. The servicing and delivery patterns associated with these individual sites will be far less concentrated and the FSDS will therefore address a dispersed and lower level of servicing and delivery trip making in this wider area. As a general rule, service vehicles will be provided with straight runs through the highway network and the need for turning heads has been minimised.
- 3.25 The Applicants will prepare plans for servicing and delivery in support of each development zone/plot reserved matter planning application in compliance with existing or planned traffic regulation orders. Each plan will address the street typology as identified in the Design and Access Statement and Design Guidelines as well as the necessity for parking and waiting restrictions and will ensure that compliant servicing and delivery is built into the scheme design (both public realm and private servicing arrangements) from the outset. This is likely to be a combination of private off-street provision, concierge service, designated on-street bays, on-street cycle parking and a waiver system (to be agreed with the local parking enforcement authority) for tradesmen and planned deliveries. Proposals for the provision of concierge services and day to day management will be included in the reserved matter planning applications. The overall management of services will be provided by the EMC.
- 3.26 The applicants are willing to consider the provision of a "first time delivery refusal depot" provided suitable facilities and a location can be found and subject to ongoing demand.
- 3.27 It is also recognised that servicing and delivery to smaller commercial premises and to residential can generate significant volumes of traffic and temporary parking that needs to be managed in line with the principles established within the Design and Access Statement and the Design Guidelines. This includes the interruption to the free movement of pedestrians, cyclists public transport vehicles and general traffic with resultant potential safety and congestion implication as well as the impact upon the street scene.
- 3.28 The FSDS as it relates to the rest of the regeneration area will include, but not necessarily be limited to:
- [A combined Vehicle Booking System for the site](#)
 - [Site facilities management to control and coordinate activity, including possible centralised purchasing \(via the EMC/Servicing and Delivery Manager\)](#)

- Introducing a suitably designed concierge service for the residential areas to minimise the need for delivering vehicles to return should an addressee be absent. This could include an element of consolidation;
- Joining or helping to create a suitable FQP;
- Conducting a feasibility study into a retail consolidation centre and gathering support for the concept from site users;
- Encouraging own account operators to make larger and therefore fewer deliveries;
- Encouraging 3PLs to coordinate deliveries across many outlets thus allowing larger and fewer deliveries;
- Encouraging both own account operators and 3PLs to deliver outside road network peak hours;
- Encouraging both own account operators and 3PLs to use ~~technology~~ in vehicles to allow for safer operations with lower noise and atmospheric emissions.

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3.29 In addition the design of new service areas will facilitate efficient access and eliminate the need for reversing especially near residential areas. As a general rule service vehicles will be provided with straight runs through the street system and the need for turning heads minimised. On some occasions automated bollard systems will be required to open up through routes for delivery vehicles. Specifically, the following design principles will be observed:

- Residential plots will include such measures as:
 - Servicing from street level with one articulated vehicle bay to serve two plots;
 - Bollard-controlled accesses and control points for delivery vehicles;
 - For large vehicles, provision of a convenient temporary place to park for truck delivery and removals, with ready access to the buildings and provide accessible oversize parking bays near to internal lifts;
 - For small vehicles, encourage the use of the concierge service, with drop off facilities for each block of flats;
 - Provision of decent hall areas in flats and allow dual use of space with visitors. Also provide monitored delivery bays where needed, some large and some possibly refrigerated;
 - Consideration of gated or non-gated access, with security issues in mind as well as access;
- Office plots will generally be serviced from internal service bays for the distribution of goods and the collection of refuse, with some additional bays being provided around Office Square to cater for large tenant removals. In addition they will:
 - Seek to overcome difficulties (e.g. pedestrian conflicts) of having to serving High Streets by adopting back of house servicing, and rear servicing with trolleying of goods;

- Provide bollard-controlled access routes for goods vehicles on drop kerb routes amongst buildings.
- Provide each office block with a delivery bay. Basement access will be provided for large vehicles, with adequate height access. Encouragement will be provided to the operator to reduce the number of small/white van deliveries.
- Neighbourhood retail will be serviced at grade either from the High Street or adjacent streets and squares off the High Street, with goods being trolleyed to shop fronts. Basements will not be provided here as they would not be suitable for this land use and purpose;
- Hotels will have integral service bays for the distribution of goods and the collection of refuse.
- Refuse vehicles (if required) will have street level access to bin stores within the building perimeters, although this activity could be substantially reduced subject to the ongoing development of the Envac system.

Monitoring

3.30 Monitoring will be an important component of the FSDS. Base servicing and delivery patterns will need to be determined through accurate record keeping by all receivers of service and delivery vehicles. Indicators will be selected for their relevance and practicality as well as with reference to the London Freight Plan. It is proposed that this function will be fulfilled by the Servicing and Delivery Manager.

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3.31 The monitoring of the strategy should be conducted at regular intervals. Surveys will need to record not just mode share, but the uptake and effectiveness of individual measures. The monitoring process will allow measures to be amended, revised and fine-tuned in response to recorded user behaviour. This data can also be collated during the construction phase as well as ongoing deliveries, although it will form part of the Construction Traffic Management Plan

Strategy Management

3.32 The database of servicing and delivery activity across the site will be made available as base data for future Reserved Matter Transport Reports (RMTR).

3.33 A SDS Manager will be appointed by the EMC. However, it will be important that the main operators and users of the BXC site contribute to the management and coordination of the overall FSDS. For the major freight generators of BXSC, the WHF and the FHF a suitable member of operational management will be appropriate. For the rest of the site, some land uses on some sites will be large enough to appoint their own manager. The smaller and less intensive sites will need to be overseen by the SDS Manager.

3.34 In addition the SDS Manager will:

- work closely with the Travel Plan Coordinator and other members of the travel planning team including the traffic management officers proposed for construction phase;
- Establish a dedicated database that will provide BXC site-wide information;

- Carry out monitoring and coordination exercises for individual measures across all sites such that the servicing and delivery patterns for the entire BXC site can be established and understood. This will commence with developing a database for movements to and from the existing shopping centre including information on timing, origin and destination etc;
- Publish BXC wide results and statistics;
- Produce guidelines based on monitoring as to how individual measures may be continuously adjusted and amended.

3.35 This broad co-ordination structure will allow for the cross-fertilisation of servicing and delivery and travel planning ideas and experiences that will benefit individual sites and BXC as a whole.

3.36 It should be noted that the role could be performed by an individual or by a company as both approaches have advantages and disadvantages. The requirements of the role will vary throughout the life cycle of the development moving through early start up and development phases towards ongoing monitoring, maintenance and review roles.

Freight Quality Partnership

3.37 At the present time it is understood that there is no active sub-regional Freight Quality Partnership that covers the site or the Borough of Barnet generally. An active FQP is operating for West London that includes the Borough of Brent which reaches up to the A5, Edgware Road and therefore abuts the site but does not include it. In the circumstances the options available to deliver an FQP for the BXC scheme are threefold:

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- Extend the existing west London partnership to cover the site.
- Refresh initiatives to establish a north London FQP
- Initiate a FQP specifically related to the site that could join a wider North London Partnership should that become available as an option at a later date.

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3.38 The Applicants are fully supportive of the TfL led initiative to create Freight Quality Partnerships and are committed to facilitating this within the scope of the development proposed. The Applicants could commit to accommodate the inclusion of illustrative terms of reference for future freight quality partnership arrangements pertaining to the site as an indication of good faith and a common purpose towards which to work with the relevant authorities.

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Construction Consolidation Centre

3.39 The Applicants welcome TfL support for rail-linked construction consolidation and acknowledge that the TA does not assume that such facilities will be available at the optimum time. The TA therefore assumes a worst case for assessment purposes, i.e. all by road. The potential use of a rail-linked consolidation facility for construction is clearly identified as an Applicants aspiration and its use would lessen the TA road impacts assessed. Due to the involvement of third parties in releasing the potential sites for a rail linked consolidation centre it is not in the Applicants gift to guarantee the timing of any facility. However, the applicants are able to commit to undertake a study to identify the demand, need and viability for such a facility. This is likely to move towards a rail-based system as soon as suitable land becomes available but until then will

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consider a road-based consolidation solution. The applicants are prepared to commit to undertake a marketing exercise with recognised rail freight operators to encourage provision of such facilities. Furthermore the applicants are prepared to commit to providing the authorities with the necessary guarantees with respect to the timely provision of either rail or road based construction consolidation facilities as the study so indicates.

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