

# Service and Delivery Management Plan

Submission to Discharge Planning Condition 9  
25-31 Goodmayes Lane, Ilford

## **Introduction**

This document has been prepared pursuant to condition number 9 of planning permission ref: 0582/13. The plan ensures that the site will be serviced in a safe manner which does not result in any detriment to the free flow of traffic or public amenity.

Planning condition 9 states that "Before the development hereby permitted commences at the site, a Service Management Plan (SMP) regarding the commercial units shall be submitted to and approved in writing by the Local Planning Authority. The Service Management Plan (SMP) shall describe the means of servicing and times of deliveries and means provision for servicing/delivery vehicles. The SMP should identify exactly how and what types of vehicles are anticipated for the commercial uses and their delivery times should also be detailed to demonstrate that the proposed system would work. Any measures described in the SMP shall be implemented within the time period identified."

The development known as 25-31 Goodmayes Road is for the Extension to above and rear to provide four storey building with 16 additional flats. The existing 5 ground floor commercial units are to remain whilst the upper floors are to be for residential use with 8 existing and 16 additional total of 24 residential flats.

The existing ground floor commercial units are already in a tenancy agreement.

## **Service Management Plan**

A Service Management Plan is designed to provide a framework to improve the management of all delivery and servicing vehicle movements to and from the site. It has close links with the travel planning process, given that the overarching focus of the strategy is to encourage efficient and sustainable movements, in this case in relation to goods and deliveries, rather than people. The Service Delivery Management Plan is therefore an important tool for managing transport impacts.

## **Service and Delivery Plan Benefits**

According to the TfL guidance "Delivery and Servicing Plans: Making freight work for you" (2011) there are number of benefits which can be delivered by the introduction of a Service and Delivery Management Plan. The Service and Delivery Management Plan can have benefits for a number of parties, including businesses, freight operators, Local Authorities and residents. These are:

### **Saving time and money**

- Lower operating costs, less deliveries
- Saving staff time spend receiving goods and related procurement activities, such as processing invoices

### **Improve reliability**

- Improved supply chain efficiency
- Avoiding disruption

### **Improve safety**

- Fewer deliveries, reduction of the risk of accidents on-site

### **Reduce impact on the environment**

- Fewer journeys, less harmful emissions
- Better manage freight activity
- Pleasant environment (improved air quality and reduced noise)

## **Service and Delivery Management Plan Objectives**

- To minimise the impacts of delivery and service movements, particularly at peak times
- To facilitate sustainable delivery and service travel
- To promote smart operations to reduce demand for delivery and service travel
- To encourage the use of sustainable vehicles for delivery, including the user of greener vehicles
- To manage the timing of deliveries to reduce the impact in peak periods, and
- To ensure appropriate routing strategies are in place for travel.

## **POLICY**

### **Policy Guidance**

The development of the Service and Delivery Management Plan has been informed by a review of relevant policy and guidance. This is to ensure that a framework is put in place which accords with government guidance and draws on best practice to encourage sustainable freight practices. The following documents are relevant?

- National Planning Policy Framework (NPPF) (2012)
- The London Plan (July 2011) and minor alterations (October 2013)
- Mayor's Transport Strategy (2010)
- London Freight Plan (2007)
- Delivery and Servicing Plans: Making freight work for you (TfL) (2011)
- Freight Operators Recognition Scheme
- London: Low Emission Zone (2008)

#### **National Planning Policy Framework (NPPF)**

The National Planning Policy Framework, published in March 2012 defines the Government's planning policies for England.

The NPPF states that opportunities for the use of sustainable transport for the movement of goods and people should be protected and exploited wherever feasible. Therefore, with this in mind, the NPPF sets out that the location and design of the developments should include the need to ensure that sites are designed to accommodate the efficient delivery of goods and supplies.

#### **The London Plan**

The current London Plan which published in July 2011, offers a multifaceted evaluation of London including its places, people and transport. From the context of its evidence base, a spatial development strategy is outlined to guide the advancement of London to 2031.

In regards to transport and freight, the policy encourages sustainable transport for all freight modes. In particular, Policy 6.3 (Assessing Effects of Development on Transport Capacity) indicates that SDM Plans should be secured in line with the London Freight Plan and should be co-ordinated with travel plans.

Other aspects relevant from the London Plan are:

- Developments include appropriate servicing facilities, off-road wherever practicable, and include appropriate freight loading and parking facilities.
- Collection and delivery can take place off the main bus and tram routes.

## **Mayor's Transport Strategy**

Published in May 2010, the Mayor's Transport Strategy (MTS) outlines the transport aspirations for Greater London, offering a 20 year plan to 2030.

In regards to freight, the document specifically highlights the importance of the London Freight Plan, SDMs, Construction Logistics Plans, Freight Operator Recognition Scheme (FORS) and London Freight Information Portal (LFIP) in improving the efficiency of freight movements, and providing a framework to regulate and incentivise better working practices by the industry.

The Mayor's Transport Strategy also notes that freight accounts for 17 % of all London's traffic and is the second largest user by mode on London's street network.

## **London Freight Plan**

To recognise the importance of managing freight movements, the London Freight Plan was published by Transport for London in November 2007. It sets out the steps that need to be taken over a ten year period to review and address the challenge of sustainable freight deliveries in London.

The purpose of the London Freight Plan is to encourage and facilitate:

"...the safe, reliable and efficient movement of freight and servicing trips to, from, within and where appropriate, through London to support London's economy, in balance with the needs of other transport users, the environment and Londoners' quality of life..."

The document outlines the use of Service and Delivery Plans to increase the operational efficiency of developments, in terms of CO<sub>2</sub> emissions, congestion and collisions.

The London Freight Plan identifies four key measures for delivering freight in London, which includes SDMP's as well as the FORS, CLPs and LFIP. In regards to SDMPs, these are identified as a mechanism to reduce delivery and servicing impacts to a site, including emissions, congestion and collisions.

The London Freight Plan advises that Service Delivery Plans should include three main elements, which are:

- A plan to reduce the number of trips, particularly in the peak periods
- A plan showing when and where deliveries and servicing can take place safely and legally
- Details requiring suppliers and servicing companies to reduce the number of delivery trips and to use legal loading facilities. The selection process for supply

and servicing contracts will specify Freight Operator Recognition Scheme membership.

In particular, it is identified that a focus should be placed on reducing the number of delivery trips and considering collaborative and consolidated deliveries. The FORS should also be given specific attention by organisations, as the use of this approach will typically be able to reflect best value and environmental credibility.

### **Service Management Plans**

The TfL guidance suggests that DSPs should reduce delivery trips to ensure the availability and use of safe and legal loading facilities and select appropriate delivery companies who are committed to best practice.

Service Delivery Plans encourage working with neighbouring business, procurement, suppliers and contractors to embed sustainable freight practices within the procurement process; changing behaviour within a business towards frequency of orders; co-ordinating and managing delivering and servicing activities more efficiently; encouraging safe and lawful loading practices; employing sustainable freight operators.

It is important to understand existing situation and the regular collection of delivery and servicing information and the review of operational procedures will be important to the success of this document.

### **Freight Operator Recognition Scheme (FORS)**

The FORS is an industry-led scheme, which is designed to encourage freight operators to adopt green fleet management in order to improve the sustainability of London's freight distribution network.

Operators can join the scheme free of charge, and will be assigned a tier of membership depending on their achievements to date (bronze, silver, gold). Through sharing best practice and working in partnership, operators are encouraged to increase the sustainability of their operations and develop their skills in order to achieve higher recognition as gold accreditation. Members are provided with a range of benefits to encourage progression, which includes subsidised training, collaborative action plans and advice about issues such as fuel efficiency and penalty charge notice reduction.

The project also acts as a quality benchmark for use by clients when awarding servicing, maintenance and supply contracts. This is because it provides a simple way to ensure the sustainable credentials of freight operators and typically, as members have access to a range of benefits driving efficiency improvements, they are able to deliver cost savings.

London: Low Emission Zone

The Low Emission Zone covers the majority of Greater London and is intended to persuade owners of heavily polluting diesel vehicles to invest in cleaner freight vehicles or emission reduction technology for existing vehicles.

The Low Emission Zone is designed to reduce the emissions of harmful pollutants from road traffic in London and, in conjunction with a wider range of related air quality improvement initiatives, to help London move towards achievement of UK and European air quality objectives.

## **SERVICING AND REFUSE COLLECTION ARRANGEMENTS**

### **Vehicular Access**

In accordance with policy and best practice guidance, the design and movement strategy for the site has been carefully prepared to ensure that the redevelopment facilitates the efficient movement of vehicles and delivery of goods and supplies. This is to ensure that interruptions to traffic flows are minimised, and that no impacts are experienced on the B177 – Goodmayes Road through servicing of the development.

There is no vehicular access to the site or parking within the site. Due to the site's Goodmayes Local Centre location there are double yellow lines on front of the site, therefore no stopping allowed at any time.

### **Delivery Arrangements**

#### **Commercial / Retail**

The application site includes 5 commercial units at ground level, fronting B177. All servicing will occur from the Goodmayes Road with the existing double yellow line road restrictions.

It is anticipated that service related vehicles seeking to deliver to these facilities would be small to medium sized boxed vans and will not exceed 11m rigid sized vehicles. As existing units are comprised of 3 retails and 2 restaurants. Given the scale (size of units) and nature of the facilities that the number of daily deliveries are low level.

Retail units which are: women's hair and beauty product sales shop (POSH); mobile phone repair shop (twenty seven.com) and clothing shop (KUSH). And two grill house and curry house restaurants.

POSH – The owner of the business goes shopping for his business requirements and nothing is delivered to the shop. Neither shop owner or staff drives to the work.

Twentyseven.com – There are no deliveries to this mobile phone repair shop and owner and staff do not drive to work.

Restaurants – The deliveries are on a regular basis. On average 7 deliveries received. Grill house receives two deliveries daily (Mondays to Friday) and curry house receives two weekly deliveries.

To cater for deliveries, the deliveries will be either early in the morning or after 6pm. However if deliveries during the day are not avoidable, the delivery vans will park on opposite road, Goodmayes Avenue where there are loading bays and capacity for a single large goods vehicle or two small light goods vehicles.

The existing loading bays are used by all the commercial units along the Goodmayes Road and ensures that delivery and service vehicles are accommodated off B177, which is a specific concern for London Borough of Redbridge. Delivery vehicles off Goodmayes Road (B177) will minimise interaction/obstruction of other traffic movements and it is situated close for ease of access.

Upon arriving at the site, vehicles will turn left or right to Goodmayes Avenue towards loading bay spaces. Although road is not one way road, it does not leading somewhere. But the small vans can manoeuvre within the Goodmayes Avenue and exit to the Goodmayes Road in forward gear.

As well as the existing loading bays on Goodmayes Avenue, there is an existing car parking just other side of the railway line. This car park is available at all times and will still be suitable for the deliveries considering its close proximity to the site.

### **Residential**

Deliveries and servicing for the residential units will be undertaken by using the loading bays on Goodmayes Avenue. If a unit is expecting a larger delivery, they will be expected to use the car park to the south of the site. They need to pay during the time of the parking and deliveries. No permanent parking permits will be available to residents of the development within the local area.

### **Refuse Collection Arrangements**

#### **Commercial**

Bins are accommodated within the commercial units as existing. As the existing units are deep and has sufficient space this existing arrangement will continue as it is.

Refuse vehicles will service the site at arranged time and all the refuse collection for commercial units will be taken away. Refuse vehicles will do the collection from Goodmayes Road, however these collections will be off-peak hours, normally early in the morning.

#### **Residential**

Bin stores for the residential units will be provided in two storage areas along the Goodmayes Road.

Arrangements will be made with the Local Authority Refuse Collection to collect the development wheelie bins from the refuse store which has by design been located to the front of the site. This collection will occur while all the residential units along the Goodmayes Lane are also serviced and it will be once a week.

## **DELIVERY AND SERVICING PLAN STRATEGY**

### **Introduction**

Based on TfL's best practice guidance, entitled 'Delivery and Servicing Plans: Making freight work for you', the proposed measures have been reviewed under these headings:

Business Behaviour

Delivery Management

Reducing Servicing and Delivery Trips

## **Business Behaviour**

### **Raising Awareness**

All commercial /retail occupiers within the site will be informed about the Delivery Service Plan in relation to its function, aims and objectives and what individual occupiers can do to help encourage the use of sustainable delivery and servicing practices on site, as well as to and from it. It will be important to highlight to businesses the potential benefits accrued through reviewing their delivery and servicing operations.

Existing two restaurant (A3) owners will encourage to talk to each other and where possible plan deliveries together.

### **Procurement and Best Practice Suppliers**

Through promotion of the Delivery Service Plan to the businesses, focus will specifically be given to raising awareness of schemes such as the FORS.

Commercial occupiers will be encouraged to contract suppliers registered with a best practice scheme in order to minimise the impacts associated with the delivery journey to and from the development.

## **Delivery Management**

### **Timing of Deliveries**

Where feasible, companies with regular deliveries to and from the site will be encouraged to arrange these outside of the peak hours, in order to alleviate pressure on the highway network.

The existing businesses were operating from this site for some time and they do co-ordinate deliveries and inform the companies for the best times to access the site and where to load/unload goods.

Businesses will also be encouraged to schedule delivery and maintenances out of peak hours.

### **Routing of Deliveries**

The nature of the retail / commercial units at the site means that deliveries fall well below the weight limits referenced. However, companies on site will need to ensure that vehicles use the most appropriate routes and aware of any restrictions.

### **Loading / Unloading**

It is important that suppliers are informed the appropriate routes to and from the site, but also that designated areas available for unloading / loading associated with each business in order to avoid conflicts.

Householders will be required to use reputable companies that will provide consideration and courtesy whilst delivering or removing what are essentially large furnishings and household appliances. The occurrence of this activity is unavoidable, however it is not a frequent activity, hence not a constant disruption. Furthermore, the residential units are non-family units and residents are not expected to need large removal vehicles.

## **Reducing Servicing and Delivery Trips**

### **Consolidating Deliveries**

Commercial units will be encouraged to talk to each other to see if it is possible to consolidate the deliveries and how the waste collected by which company, etc.

### **Local Suppliers**

Where appropriate, tenants are encouraged to source items locally, or from the same supplier to reduce the potential impact on road network. This is achievable with residential element as the site is in a very sustainable location within Goodmayes Local Centre and its adjacent to the Goodmayes Retail Centre and Tesco.

## **CONCLUSION**

This document has outlined a strategy to encourage the adoption of sustainable practices in regards to the management of servicing and deliveries at the site. The overarching aim of this process is to minimise the impact of these activities both on site and the surrounding highway network. Particular focus will be placed on the proposed retail / commercial businesses as these are likely to offer the most consistent and regular delivery and servicing patterns.

In developing the site's strategy, a detailed policy review has been undertaken. Due to the site's location and parking / loading restrictions, main consideration has been given to business behaviour, delivery management and reducing the overall number of trips in developing measures for the site.