Workspace
March 2024

Chocolate Factory, Haringey (Block A)

Delivery and Servicing Plan

Workspace
Our ref: Our ref: 24562502

steer

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Delivery and Servicing Plan

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1 Introduction

Background

Introduction

1.1 This Delivery Servicing Plan (DSP) has been prepared by Steer on behalf of Workspace (the 'Applicant') to discharge condition 9 for Block A of the consented Chocolate Factory and Parma House development, located at 5 Clarendon Road off Coburg Road, N22 6XJ.

1.2 The document also includes a Waste Management Plan (WMP) at Chapter 4 detailing the infrastructure and management procedures that will ensure that the development operates under best environmental practice for its lifespan.

Planning/Site Context

1.3 Full planning permission was granted on the 15th of February 2019 (LPA Ref HGY/2017/3020) and was subject to a S106 Agreement dated 15th February 2019. The planning permission was subsequently amended through a Section 96A NMA approval dated 13 September 2021 (LPA Ref: HGY/2021/0624). This amended a number of conditions attached to the planning permission to enable phased submission of details and amended the description of development to the following:

"Partial demolition, change of use and extension of the Chocolate Factory buildings. Demolition of the remaining buildings and redevelopment to create four new build blocks comprising commercial floorspace (flexible Use Classes A1, A3, B1, D1 and D2), residential dwellings (Class C3) together with associated residential and commercial car parking, public realm works and access."

1.4 A new S106 Agreement was also entered into, dated 10th February 2022.

1.5 Both LBH and Workspace are freehold owners of the site and intend to implement the planning permission in respect of their respective land parcels as follows:

- Workspace: Chocolate Factory refurbishment and extension (Block A), Block F, Block B and part of Block E; and
- LB Haringey: Block D2 and part of Block E.

1.6 The requirements of Condition 9 as outlined below. **This document relates solely to Block A.**

"Prior to occupation of Block A, B, D, E1, E2 and F a Delivery and Servicing Plan (DSP) for that block shall be submitted for the local authority's approval in writing. The DSP (which can include temporary arrangements) must be in place prior to occupation of the Block. The DSP must also include a waste management plan which includes details of how refuse is to be collected. The plan should be prepared in line with the requirements of the Council's waste management service which must ensure that all bins are within 10 metres carrying distances of a refuse truck on a waste collection day and that the truck is able to enter and exit in forward moving motion. Deliveries to the site should also be restricted between the hours; 07.00hrs - 19.00hrs Monday to Saturday with no deliveries on Sundays or Bank Holidays."

Consented Development

1.7 Block A as consented will consist of 8,984m² GIA of commercial floorspace. Block A contains no residential floorspace.

1.8 The consented ground floor plan is provided at **Appendix A**.

What is a DSP?

1.9 DSPs provide a framework to better manage all types of freight vehicle movements to and from individual sites. A DSP is essentially the equivalent of a travel plan for freight.

1.10 The London Freight Plan highlights DSPs as one of the four measures to improve freight and servicing in London. The other three measures include the Freight Operator Recognition Scheme (FORS), Construction Logistics Plan (CLP) and Freight Information portal (FIP).

Benefits of DSPs

1.11 The 'Managing Freight Effectively: Delivery and Servicing Plans' document identifies the benefits of DSPs to local authorities and residents, developers and businesses and freight operators. In summary, DSPs will:

- Help developers and local authority planning officials comply with:
  - National Planning Policy Framework (NPPF), which requires the promotion of more sustainable transport choices for moving freight; and
  - The Traffic Management Act, the London Plan and any borough-specific policies, such as road safety and air quality action plans.
- 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.
- Help cut congestion on London's roads and ease pressure on the environment.
- Improve the reliability of deliveries to the site concerned.
- Reduce the operating costs of building occupants and freight companies.
- Reduce the impact of freight activity on local residents.

1.12 The London Freight Plan (2007) recognises that:

- The improvement of the efficiency of the freight sector will help reduce the environmental and social impacts of freight transport on London, particularly the contribution to climate change.
- Achieving sustainable freight distribution in London will make a real and positive contribution to improving the lives of those who live, work and visit London.
- Road network efficiency will be increased by each traffic authority's response to its Network Management Duty, which will include the reduction of freight vehicle Penalty Charge Notice (PCN) hotspots to improve congestion and help to reduce CO2 emissions.

Report Objectives

1.13 The overall objective of this DSP is:

"To minimise the impacts of freight movements and facilitate sustainable freight travel to and from the Development".

1.14 To support the realisation of this overarching objective, several sub-objectives have been set out, and include:

- promoting smarter operations that reduce the need for freight travel overall or that reduce or eliminate trips, particularly those in peak periods;
- encouraging greater use of sustainable freight modes;
- encouraging use of greener vehicles;
- managing the on-going development and delivery of the DSP with the future occupiers;
- communication of on-site servicing/delivery facilities (through dissemination of information) to staff and suppliers;
- communication of the DSP and its constituent measures to the occupiers; and
- encouraging the most efficient use of freight vehicles.

Report Structure

1.15 Following this introductory chapter, the DSP is divided into the following chapters:

- **Chapter 2**: Policy Context;
- **Chapter 3**: Servicing and Delivery Trips;
- **Chapter 4**: Waste Management Plan;
- **Chapter 5**: DSP Management;
- **Chapter 6**: Encouraging Sustainable Freight; and
- **Chapter 7**: Summary & Conclusions.

1.16 This DSP has been prepared in accordance with best practice guidance.

2 Policy Context

2.1 This DSP has been prepared in the context of the national, regional and local DSP related policy and guidance listed below.

National Policy and Guidance

- BS:5906 Waste Management in Buildings - Code of Practice (2005); and
- Designing for Deliveries, Freight Transport Association (2006).

Regional Policy and Guidance

- The London Plan (2021);
- The Mayor's Transport Strategy (2018);
- The London Freight Plan (2007);
- Freight Operator Recognition Scheme (FORS);
- Delivery and Servicing Plans: Making freight work for you;
- Managing Freight Effectively: Delivery and Servicing Plans (DSPs); and
- Freight Information Portal (FIP).

Local Policy and Guidance

- LBH Local Plan: Strategic Policies 2013 DPD: (with alterations 2017) (the 'Strategic Policies DPD');
- LBH Local Plan: Development Management DPD (2017) (the 'DM DPD');
- LBH Sustainable Design and Construction Supplementary Planning Document (2013).

3 Access & Trip Generation

Access Arrangements

Consented Access Arrangement

3.1 The consented development will include two loading bays sited off-street within a servicing area accessed from Western Road. Vehicles will be able to navigate in and out of the servicing area in forward gear. The two bays will accommodate all servicing and waste collection operations for Block A of the Chocolate Factory. Further details regarding the refuse strategy are set out within the following Chapter.

Temporary Access Arrangement

3.2 Block A construction will be completed before Block F. As such, a temporary servicing arrangement will be required in the interim in advance of completion of the remaining blocks. The location of the servicing bays and access arrangements will not change from that of the consented arrangement albeit the service yard layout will be different in advance of the construction of Block F (as depicted within **Appendix B**).

Servicing Vehicle Trips

Trip Generation

3.3 The number of delivery and servicing vehicle trips to the Site has been extracted from the trip generation exercise undertaken within the approved Transport Assessment (TA). Detail is also provided on the type of delivery and servicing trips and vehicles which are expected to be generated. The daily servicing/delivery trip rates used in the approved TA for the Chocolate Factory relevant to Block A is set out below:

- **Employment –** Daily trip rate of 0.21 vehicles per 100sqm;

3.4 The commercial floor area schedule provided in **Table 1.2** has been utilised to forecast the servicing trips associated with Block A as illustrated below within **Table 3.1**.

Table 3.1: Block A Forecast Servicing Trips

Site	AM Peak (08:00 – 09:00)			PM Peak (17:00 – 18:00)			Daily		
	Cars / Vans	MGV / HGV	Total	Cars / Vans	MGV / HGV	Total	Cars / Vans	MGV / HGV	Total
Chocolate Factory - Block A	2	0	2	2	0	2	15	4	19

3.5 **Table 3.1** shows that up to 2 servicing trip generated are forecast to be generated during the AM and PM peak hours, and that there will be a total of 19 movements occurring daily associated with Block A. The majority of these servicing movements are forecast to be undertaken by LGVs.

3.6 This level of activity can be comfortably accommodated within the loading bay as designed in accordance with the aforementioned consented and temporary scheme.

Management of Commercial Deliveries

3.7 Booking management systems are now a standard tool to enable developments to efficiently organise day to day activities. To manage vehicle arrivals a booking management system will also be in operation to manage the commercial deliveries on-site. Commercial tenants will also be informed as to maximum vehicle sizing i.e. that articulated vehicles will not be permitted to gain access to the Site for day-to-day servicing operations.

3.8 This will ensure that the commercial deliveries to/from the development are appropriate and operationally spaced throughout the day to avoid peak periods.

4 Waste Management Strategy

Refuse Storage Requirements

Consented Development

4.1 As noted within the consented waste management strategy, LBH does not collect Commercial waste. As such, a private contractor was envisaged to be employed to collect and dispose of the waste from Block A. A breakdown of the required refuse provision proposed for Block A is outlined below, based upon a 3 collection per week strategy.

- 12no. 1,100 L Eurobins in total for commercial waste inclusive of:
  - 5no. 1,100 L Eurobins for general waste
  - 7no. 1,100 L Eurobins for recyclable waste

Precedent Standards

4.2 Noting LBH does not provide refuse generation standards for commercial uses a precedent against Westminster City Council (WCC) standards has been conducted in the context of the aforementioned provision. **Table 4.1** and **Table 4.2** details a breakdown of forecast waste generated from Block A.

Table 4.1: WCC Commercial Waste Guidance

Overall Waste	General Waste	Recycling	Recycling Split		
			Card and Paper	Dry mix recycling	Food / Organic
2000L for every 1,000 sqm	30% of overall waste	70% of overall waste	40% of overall	20% of overall	10% of overall

Table 4.2: Flexible Use Waste Storage Requirement (2 days' worth of storage)

Block A	Generated Waste	Storage Method	Quantum of Receptacles Required
General Waste	2,695 L	1100L Eurobin	3
Card & Paper	3,594 L	1100L Eurobin	4
Mixed Recyclables	1,797 L	1100L Eurobin	2
Organic Waste	898 L	240L Wheeled Bin	4

4.3 Whilst the overall quantum of waste broadly aligns with the consented position, it is proposed that the WCC Guidance is adopted for Block A given that the commercial floorspace is likely to accommodate a range of waste streams including organic waste.

4.4 A commercial Block A bin store is provided to the south-west of the Block A, as illustrated within **Appendix B**.

Refuse Collection Arrangements

4.5 Commercial occupants will be responsible for segregating, storing and managing their refuse. All commercial operators will be required to sign up to the waste management protocol within their lease. Sustainability will be a key consideration in the procurement of a waste contractor to collect commercial waste arisings.

4.6 Level access is afforded from the commercial units to the bin storage area. Refuse vehicles will park within the aforementioned servicing yard accessed from Western Road in both the temporary and end state where refuse will be collected. As previously noted a private contractor will collect the commercial waste.

Pest Control and Cleansing Schedule

4.7 The bin storage area will be monitored on a daily basis to ensure it is kept clean and tidy. This regular monitoring will help to ensure that pests are not attracted; however, this will also be monitored and pest control measures implemented including the following:

- The refuse storage room will be secure, there will be no gaps around or beneath the door, and the door will be fitted with a spring-closer, so that it does not remain open.
- Receptacles will remain closed at all times and all waste correctly deposited within them, rather than at their side, to prevent access to that waste by pests and vermin.
- All sighting or signs of pests will be reported immediately and a pest control professional (affiliated to the British Pest Control Association) will be employed to visit the site.
- Any cracked or broken bins are reported internally and immediately replaced.

Reduction, Reuse & Recycling Initiatives

4.8 The way users engage with and use the waste system in place is a key consideration in the design of an effective waste management service and will have a significant impact on recycling performance. Commercial tenants will be supported when they first move into a development so they understand how to use the waste system.

4.9 The following will be delivered:

- Welcome pack detailing the location of waste store and materials accepted.
- Any keys, fobs or codes required for access.
- Arrangements for disposal of bulky waste.
- Installation of appropriate signage.
- Provision of information regarding LBH specific waste reduction initiatives.
- Commitment to ensuring compliance with the waste strategy as outlined i.e. correct segregation.

5 DSP Management & Monitoring

Introduction

5.1 The operation of this DSP will be the responsibility of Workspace who will nominate a DSP coordinator, who will likely also cover the role of Travel Plan Coordinator. The name and contact details of the DSP coordinator are provided below:

- DSP Co-ordinator: Natasha James - Centre Manager
- Contact Details: **Natasha.James@workspace.co.uk**

5.2 All new commercial leases within the scheme shall contain clauses specifying that tenants operate in line with the principles and regulations set out in this DSP including:

- times and method of deliveries;
- delivery booking system; and
- waste storage and management strategy.

Scheduling of Commercial Deliveries

5.3 Commercial deliveries would be booked via a management system to ensure deliveries are appropriately spaced during the day.

5.4 Occupiers will be required to schedule all deliveries and collections. Details of the delivering company, vehicle registration number, time of delivery, anticipated delivery duration and recipient details would be provided.

5.5 In accordance with Condition 9 of the planning consent, commercial deliveries to the site will only be permitted between the hours of 07.00-19.00, Monday to Saturday with no deliveries undertaken on Sundays or Bank Holidays.

Raising Awareness

5.6 It will be important to inform all occupiers about the DSP, including:

- the content and need for the DSP;
- the importance of DSPs, freight movements and their impacts;
- what tenants can do to help encourage the use of sustainable servicing and delivery movement to and from the Site; and
- the potential benefits of successfully using and implementing a DSP.

5.7 Raising awareness will help to garner support from the tenants for the DSP and ensure that the targets, protocol and measures set are met.

5.8 To increase awareness of the DSP, relevant staff and most importantly suppliers, will be given information on the DSP and encouraged to use non-car and low emissions modes of transporting freight to and from the Development.

5.9 It is essential that relevant employees working at the Proposed Development and suppliers are involved in the implementation and ongoing development of the DSP. The baseline delivery and servicing surveys will contribute to raising awareness at the outset. It will also allow staff and suppliers to have an input into the ongoing development and review of the DSP.

Management of the DSP

5.10 This DSP will be implemented upon first occupation of the Development and will be developed into a Detailed DSP within 7 months of occupation, after the baseline surveys have been carried out (within 6 months of occupation). The Developer will ensure the DSP is implemented and developed over time.

Review and Monitoring

5.11 It is proposed that the review and monitoring of the DSP will be closely linked to that of the Framework Travel Plan that has also been prepared in support of the development.

Stage 1 – Initial Development (6 months)

5.12 The first stage of the monitoring and review programme will be to undertake comprehensive baseline surveys within six months of site occupation.

5.13 In accordance with TfL guidance, the surveys will cover (where feasible):

- frequency of visits;
- who the supplier is;
- type of good/material being delivered;
- quantity or size of goods being delivered;
- urgency of the deliveries;
- access and arrival routes;
- mode of transport and vehicle size; and
- delivery destination.

Stage 2 – Continued Monitoring and Review

5.14 Following the initial implementation of the DSP, continual monitoring and review will be required to maintain the live document.

5.15 The ongoing development of the DSP will be the responsibility of the Travel Plan Coordinator who will be identified prior to occupation with funds made available to facilitate the development of the Detailed DSP and its ongoing monitoring and review.

5.16 **Table 5.1** sets out the programme for monitoring and review of the DSP.

Table 5.1 Programme of Monitoring and Review

Action	Timescale
Baseline delivery and servicing surveys	Within 6 months of occupation
Produce a Detailed DSP	Within 7 months of occupation
Future servicing and delivery surveys	3rd and 5th Year
Feedback to the facilities management team and occupiers	Quarterly – following meetings
Undertake comprehensive strategic review of all aspects of the DSP (including the objectives, targets, action plan and monitoring programme)	6 months, 3rd and 5th year

6 Encouraging Sustainable Freight

Delivery and Servicing Plan Measures

6.1 **Table 6.1** outlines the measures which will be adopted to ensure that the best practice of delivery and servicing is experienced at all times.

6.2 In addition to outlining the timescale and who is responsible for their implementation, the measures aim to achieve the DSP sub-objectives and minimise the impact of the servicing and deliveries for the Development on the local highway network.

6.3 The DSP measures for the development will be implemented in full once the needs of the tenants have been identified through the delivery and servicing surveys. However, at this stage it is anticipated that during its development, the DSP will consider a combination of the measures outlined in **Table 6.1**.

Table 6.1: DSP Measures

Measure	Description	Benefit	Timescale	Responsibility
Management of the DSP				
Adoption of the DSP	'Buy in' from the tenants will be vital to ensure that the DSP is an active, living document.	The involvement of the Tenants will mean that more policies can be implemented and better results delivered.	Upon occupation	LB Haringey & Workspace
Assign responsibility of DSP to the Travel Plan Coordinator	Travel Plan Coordinator to be responsible for managing the on-going development, delivery and promotion of the DSP.	To ensure that the DSP is taken forward and results delivered.	Upon occupation	LB Haringey & Workspace
Travel surveys	Surveys of all servicing and delivery movements occurring throughout a typical weekday.	To inform the future development of the DSP and to quantify progress.	Within 6 months of occupation and in the 3rd and 5th years	Travel Plan Coordinator
Raise awareness and promote DSP initiatives	Provide site information and promote the DSP to occupiers and suppliers.	To promote the measures and targets of the DSP to a wide audience.	Upon occupation and ongoing.	Travel Plan Coordinator
Training of staff	All staff associated with the delivery and servicing will be required to undertake appropriate training.	To ensure staff are aware of and understand the measures of the DSP in order to implement them effectively.	Upon occupation	Travel Plan Coordinator
Tenant awareness	Ensure all tenants are made aware of the DSP and its requirements upon entering the tenancy agreement.	To ensure all occupiers are aware of the DSP and its likely implications.	Prior to occupation	Travel Plan Coordinator
Reducing Servicing and Delivery Trips				
Couriers	Adopt a site-wide 'smart' courier policy that could potentially reduce the number of motorised vehicle trips generated.	Using cycle couriers when viable reduce the number and impact of motorised vehicles upon the local highway network.	Within 1 year of occupation	Travel Plan Coordinator
Use of local sources/suppliers	Encourage occupiers to source items locally, or from the same supplier.	To reduce the number of delivery vehicles making trips to the Site.	Within 1 year of occupation.	Travel Plan Coordinator

Measure	Description	Benefit	Timescale	Responsibility
Servicing and Delivery Operations				
Site information	Publish details of servicing/delivery facilities and procedures to occupiers indicating: • most appropriate delivery times; • delivery locations; and • preferred local suppliers.	To encourage deliveries to take place outside of peak times, in appropriate locations and by preferred suppliers.	Upon occupation	Travel Plan Coordinator
Fleet Operator Recognition Scheme (FORS)	Use of suppliers who are FORS members and encourage non-FORS members to sign up to the scheme.	To provide the mutual benefits FORS members have and the best practice operational guidelines that contribute towards driver training, fleet management, safety (including cycle safety) and reduced emissions.	Within 6 months of occupation and ongoing	Travel Plan Coordinator
Vehicle booking and management system	Produce a delivery and servicing schedule to outline the most appropriate times for servicing vehicle movements.	To ensure efficiency of the loading bay operations and reduce the risk of vehicle conflict.	Within 1 year of occupation.	Travel Plan Coordinator

DSP Targets

6.4 Once all occupiers are known and the servicing and delivery surveys of the development have been undertaken 6 months after occupation, a series of targets will be developed as part of the Detailed DSP within 8 months of occupation.

6.5 The targets should align with the objectives and measures set out previously and should be SMART (Specific, Measurable, Achievable, Relevant, Time-bound).

6.6 Examples of targets that could be developed are shown in **Table 6.2**.

Table 6.2: Example DSP Targets

Example Target	Timescale
Number / percentage of servicing trips to be made by motor vehicles	Different targets for the 3rd and 5th years post-occupation.
Number / percentage of servicing trips to be made by non-motorised means (cycle, etc.)	Different targets for the 3rd and 5th years post-occupation.
Number / percentage of servicing trips to be made outside of the AM and PM peak periods	Different targets for the 3rd and 5th years post-occupation.
Number / percentage of servicing trips to be made by FORS members	Different targets for the 3rd and 5th years post-occupation.

7 Summary and Conclusions

Summary

7.1 This document sets out the proposed delivery, servicing and waste management strategy for Block A of the consented Chocolate Factory and Parma House development, located at 5 Clarendon Road off Coburg Road, N22 6XJ.

7.2 A toolkit of measures is proposed to be taken forward as the DSP evolves over time to encourage sustainable freight movements and to reduce unnecessary servicing and delivery trips, particularly during peak times. The commercial tenants will be responsible for establishing targets following occupation.

7.3 In regard to waste, the document has identified the key features relating to operational waste management for Block A. This document aims to:

- ensure that the commercial refuse storage and collection strategies accord with appropriate policy, guidance and best practice;
- provide commercial tenants with reliable, cost-effective waste management solutions that allow them to maximise recycling and reuse.

7.4 Finally, the report also demonstrates that the servicing and delivery requirements can be appropriately and efficiently accommodated at the Proposed Development. The report also demonstrates the commitment by the Developer to encourage sustainable modes of freight in the future.

Appendices

A Consented Ground Floor Plan

The scaling of this drawing cannot be assured

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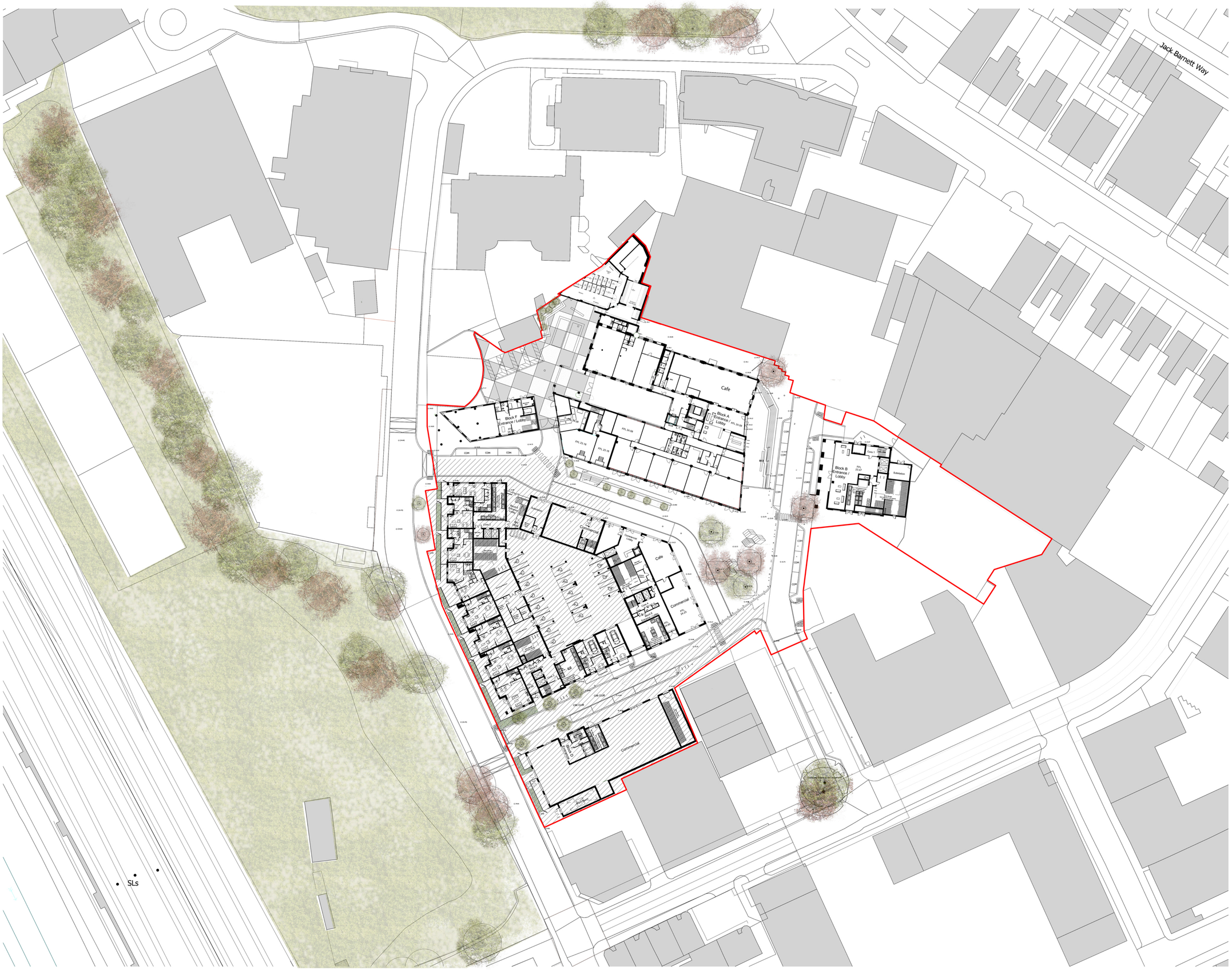
A	Refer to Addendum Design and Access Statement July 2022, prepared by Barton Willmore LLP now Stantec.	07.06.22	RA	MK



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B Temporary Servicing Layout & Block A Refuse Store

KEY:

- GENERAL WASTE
- MIXED RECYCLABLES/ CARD & PAPAER
- ORGANIC

REV	DATE	DESCRIPTION	DES	CHK	APP
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Project Title: CHOCOLATE FACTORY

Drawing Title: BLOCK A WASTE STORE

Status: WORK IN PROGRESS

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A3	1:500	S0	P0

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