

6.5 Operational Efficiency

Staff Training Requirements and Responsibilities

- 6.5.1 Management teams will be responsible for providing funding and time resources for all of their site-based staff to receive appropriate training related to the processes and procedures in operation on the site.

Delivery Restrictions

- 6.5.2 Deliveries during peak periods will be discouraged through consultation with occupiers of the buildings by the Hospital development and commercial managers. All procurement activities resulting in deliveries will be encouraged to use a vehicle booking system. This will allow them to spread deliveries throughout the day and keep delivery and servicing trips outside of peak periods where possible.

Communication of Delivery Procedures

- 6.5.3 The relevant management teams will communicate delivery procedures to staff upon occupation. Regular updates and tips can be circulated to Trust staff via internal newsletters and update emails. Service providers, suppliers and couriers will be provided with site specific advice to ensure safe access and egress.
- 6.5.4 Service providers and delivery companies will be given a clear route to their destination prior to the journey. They will also be made aware of specific loading/unloading positions, as well as any loading/unloading restrictions on site. There will also be clear signage for delivery and servicing vehicles to ensure efficient access and egress.
- 6.5.5 Tenants and occupiers will be made aware of delivery and servicing arrangements, including any restrictions, through the tenant handbook provided prior to occupation. Tenants will be advised on any future changes to the delivery and servicing arrangements by site management personnel. Occupiers will be responsible for advising their suppliers on delivery restrictions and communicating the booking/management strategy, which is set out below.

Servicing Booking/Management Strategy

- 6.5.6 The implementation of a vehicle booking/management system will be encouraged on the site to manage all delivery and servicing trips to the site. The system will be managed by site management personnel.
- 6.5.7 Standard deliveries will be allocated into 15-minute time slots, with a maximum dwell time of 15 minutes. Suppliers/delivery companies can negotiate these timings with the site management office for special deliveries. The supplier/delivery company will need to contact site management in advance of their arrival in order to book a delivery slot.

Out of Hours Deliveries

- 6.5.8 Out of hours deliveries will be encouraged where possible. However, any deliveries expected during the very early morning or late evening periods would require a noise assessment if appropriate. This is where observations are made by an independent noise specialist, and an assessment is carried out in accordance with the TfL Code of Practice for quieter deliveries.

6.6 Traffic Management

- 6.6.1 Where possible, deliveries will be consolidated in order to reduce the number of trips related to deliveries and servicing. Consolidating the delivery arrangements will reduce the impact of servicing activity and will provide a net benefit to the local area. In addition, goods can be

transferred directly to the servicing areas avoiding the need to transfer deliveries along the surrounding footways, or within the site, improving the pedestrian environment.

Consolidation Centres

- 6.6.2 The use of Consolidation Centres will be encouraged for deliveries to the site if and where possible. Deliveries from different suppliers can be delivered to a local off-site Consolidation Centre and consolidated into one HGV so that only one trip needs to be made to the hospital site and therefore traffic on local roads around the site can be minimised. This is usually done during the construction of a development, however, where a large number of deliveries are expected from different suppliers Consolidation Centres can be used to reduce delivery trips by up to 75%. This would reduce the impact of deliveries on the local highway network and community.

Non-motorised Deliveries and Servicing

- 6.6.3 The proposed development has been designed to provide cyclists with a high-quality environment on site. The internal hospital link, accessed via Colham Green Road, will have an upgraded shared use foot/cycle way on one side of the highway. This will be 3m wide and will enable free and safe movement for all users. There will also be a 6m wide pedestrian and cycle corridor along the northern site frontage that will be delivered in Phase 2.
- 6.6.4 Consultation has been carried out with LBH and TfL in relation to wider cycle network enhancements, specifically to aid traffic speed reductions through the introduction of traffic calming measures. A financial contribution towards the delivery of this will be agreed with LBH as part of the planning process.
- 6.6.5 The proposed layout also provides a new mobility hub with safe cycle parking facilities. This gives an opportunity for the safe delivery of small goods via bicycle, which will be encouraged.
- 6.6.6 A review of current cycling couriers indicates that currently cycling courier services are focused in Central London. However, recent industry news has shown an increase in the uptake of cycle couriers across England, particularly for last mile deliveries in towns and cities. On this basis, space for cycle courier bikes will be provided at the Main Entrance drop-off through inclusion of Sheffield Stands spaced at 2m centres to allow for the additional width of cargo bikes. Further, cargo bikes will be able to deliver at the secure pedestrian entry to the service yard and set down parcels for them to be taken manually to the back of house area in the service yard.

6.7 Waste Management

- 6.7.1 Refuse collection vehicles will collect Hospital refuse from the Waste compound, which is located adjacent to the servicing yard. This will be accessed from Colham Green Road. Waste streams have been identified previously in this report.
- 6.7.2 For hospital waste, refuse vehicles will be able to park in the loading bays provided in the service yard, and refuse collection will be undertaken outside of the peak hours.
- 6.7.3 Refuse storage will be provided on the ground floor of residential plots, with refuse bin numbers being determined based on the size of each plot. Residents will be responsible for transporting their waste from their individual apartments directly to the residential waste store on the ground floor. Occupiers of the retail areas will be required to provide waste storage areas within their premises. On collection days, LBH waste collection operatives will collect the waste directly from the residential refuse storage, retail units' refuse storage area, and empty waste into the refuse vehicle parked in the space at the end of each access road.

6.8 Enforcement

- 6.8.1 The contents of this DSP have been prepared to inform LBH of the developer's intent for the planning application of this site.
- 6.8.2 A detailed DSP is anticipated to be secured by condition. Agreement of the content and measures contained in the detailed DSP for the hospital and residential development will need to be reached with LBH. Once agreed, measures contained in the DSP must be complied with unless otherwise agreed in writing with LBH.

7 Targets and Monitoring

7.1 Targets

7.1.1 The aim of this DSP is to ensure that servicing of the proposed redevelopment can be carried out efficiently, without creating any negative impacts on local occupiers, residents, businesses and the highway network in the vicinity of the site. In order to assess whether this aim is being achieved, a number of targets have been identified. In line with the TfL's Delivery and Servicing Plan Guidance, all targets set out below are Specific, Measurable, Achievable, Realistic, and Timely (SMART).

7.1.2 The targets should be defined fully once procurement and suppliers are known for the proposed development, however it is recommended that they include the following:

- Reduce the daily number of delivery and servicing trips by 5% within two years;
- Increase the use of low emissions vehicles (electric vehicle, pedestrian, bicycle) for delivery and servicing trips by 10% within two years;
- Increase the number consolidated delivery trips to 5% of all deliveries within two years; and
- Increase the number of delivery and servicing trips outside of the AM and PM peak hours (07:00 to 10:00 and 16:00 to 19:00) from 66% to 75% within one year.

These targets will contribute towards achieving the DSP objectives set out in Section 4, and should be reviewed alongside the objectives to ensure continuous progress towards the overall aim of the DSP.

The targets will need to be reviewed and refined prior to agreement of the detailed DSP, and in-light of potential changes between now and occupation of the new hospital.

7.2 Monitoring

7.2.1 Once the building is occupied and operational (6 months to a year following completion of construction), a survey should be undertaken to understand what is actually happening with regards to delivery and servicing at the site. The data collected from this survey should set a baseline for the targets above to be measured against, and for future monitoring of the DSP. A template survey provided in TfL's Delivery and Servicing Plan Guidance is included in Appendix B.

7.2.2 Surveys need to capture data for all delivery and servicing trips to the site. The data that needs to be collected to monitor the DSP is set out below:

- Time of delivery;
- Vehicle type;
- Fuel type;
- Delay to the trip in the vicinity of the site;
- Department delivering to or collecting from;
- Number of suppliers in the delivery;
- Type of goods in the delivery; and
- Size of delivery.

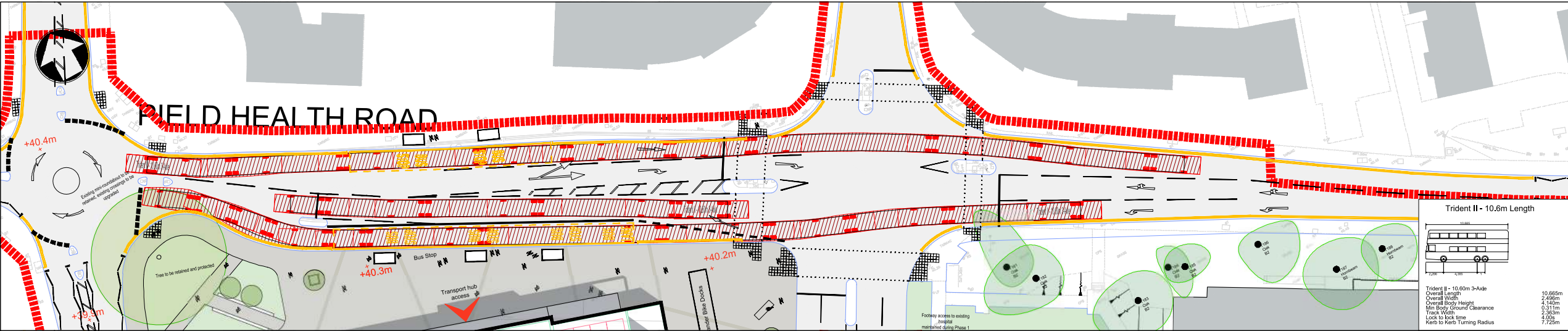
7.2.3 The same data should then be collected periodically every 6-12 months to assess whether the site is meeting its delivery and servicing targets, as set out above. The results of this assessment will be monitored and any adjustments to the policy, measures and targets within the DSP will be made if required.

- 7.2.4 This programme of monitoring and review will be implemented for a period of five years to generate information by which the success of the DSP can be evaluated against the objectives set out in Section 4.
- 7.2.5 The monitoring and review of deliveries to the site set out above will be the responsibility of the facilities management team.
- 7.2.6 If there are any changes to building use, new tenants, or any other significant changes of circumstance at the site the data (and the DSP as a whole) should be refreshed to reflect the new circumstances.

7.3 Review

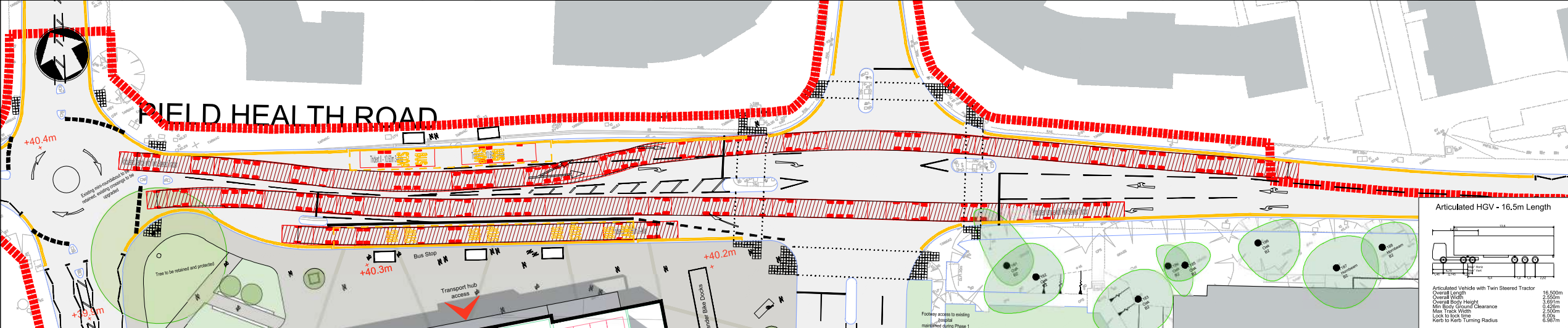
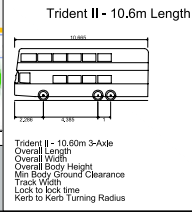
- 7.3.1 The facilities management team will report all survey results to LBH within three months of them being collected. The results of the delivery survey will then be reviewed in consultation with LBH.
- 7.3.2 This process provides the opportunity for the delivery and servicing operations and procedures on site to be reviewed, and new measures to be implemented to achieve the targets set out in the DSP. Any new targets and objectives should also be identified at this stage to reach the aim of the DSP.

A. Swept Path Analysis

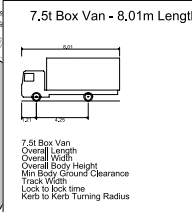
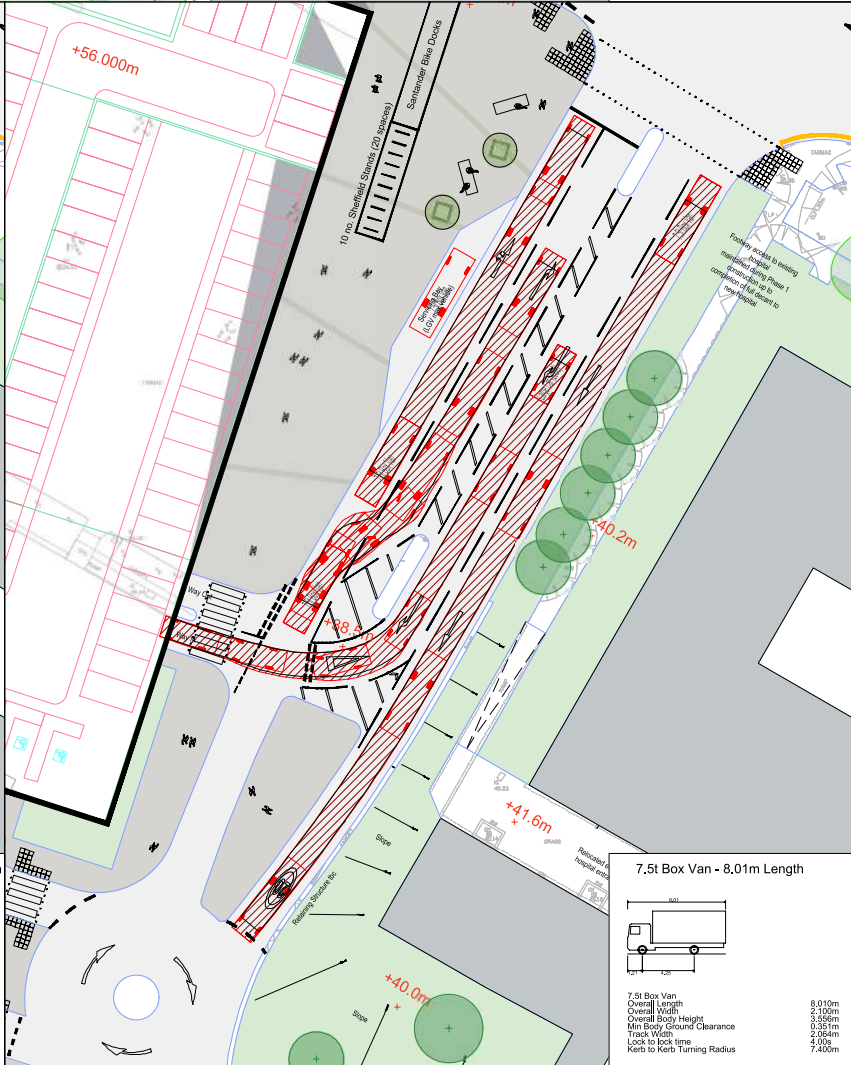
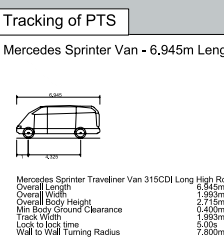
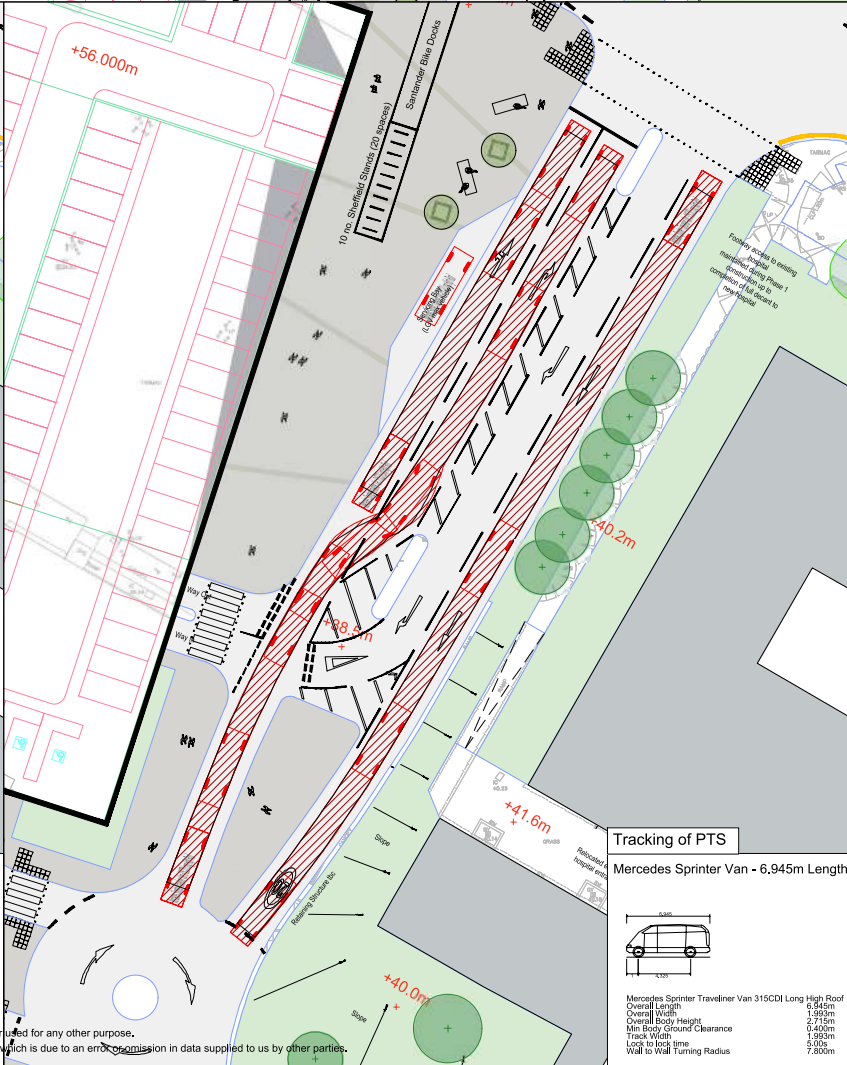
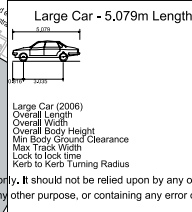
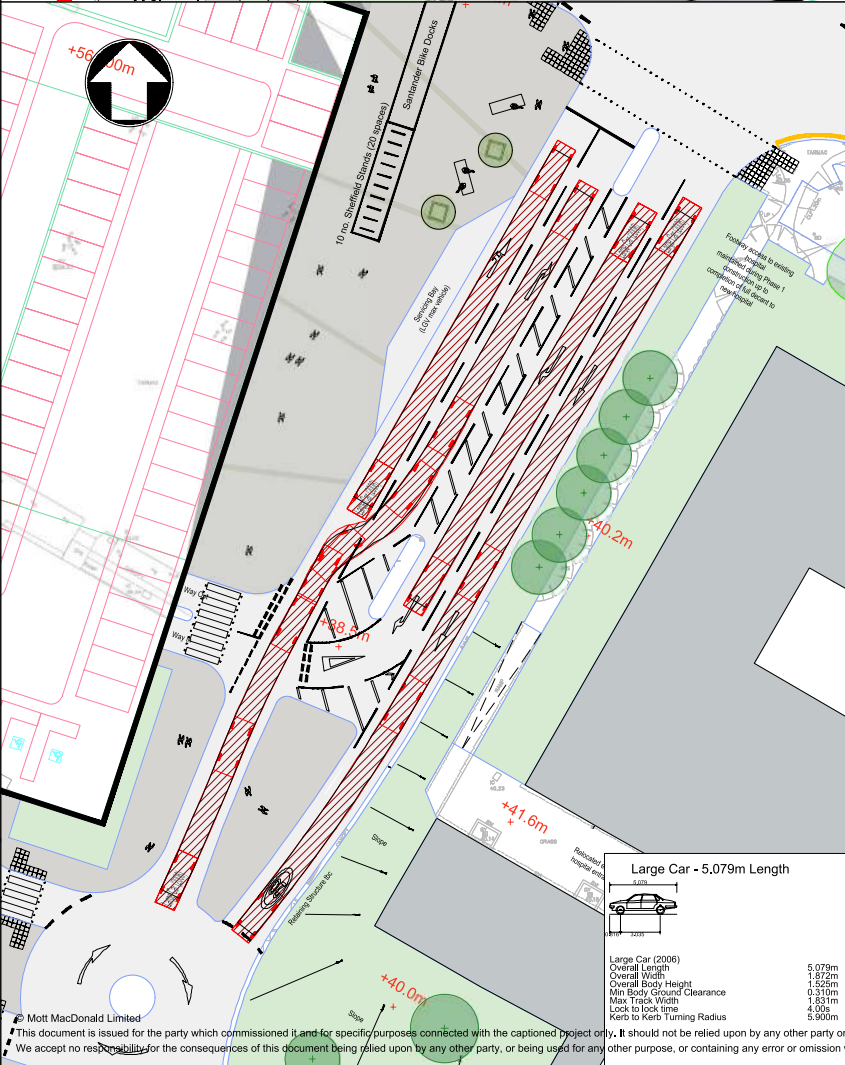
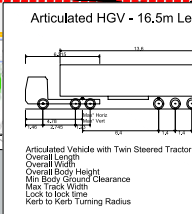


Notes

Key to symbols



Reference drawings



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P03	26.04.22	AM	Third Issue-Status Amended	MF	MS
P02	21.04.22	AM	Second Issue	MF	MS
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Rev	Date	Drawn	Description	Ch'k'd	App'd

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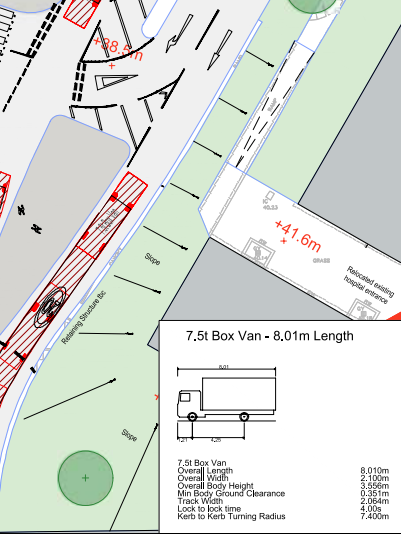
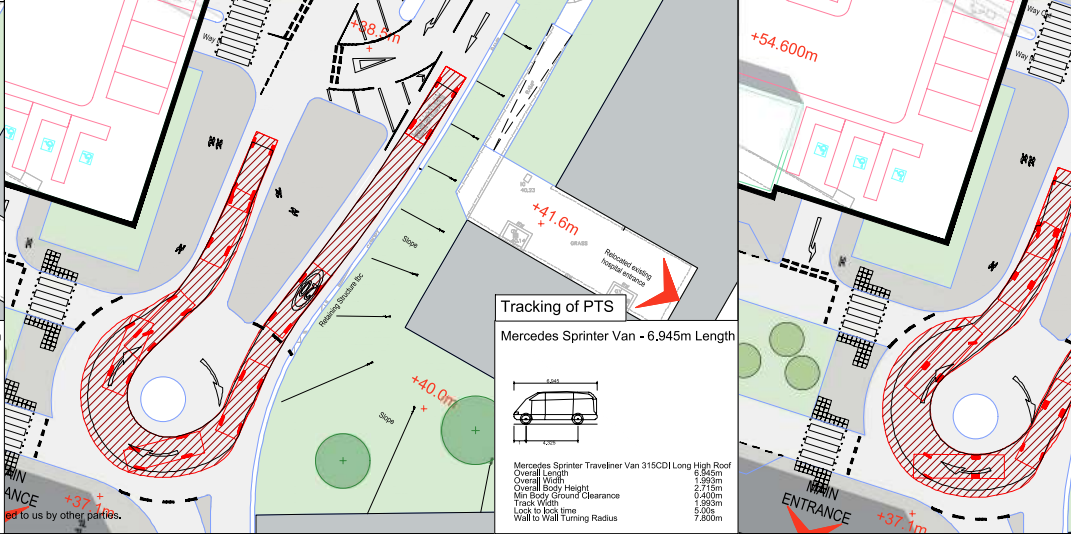
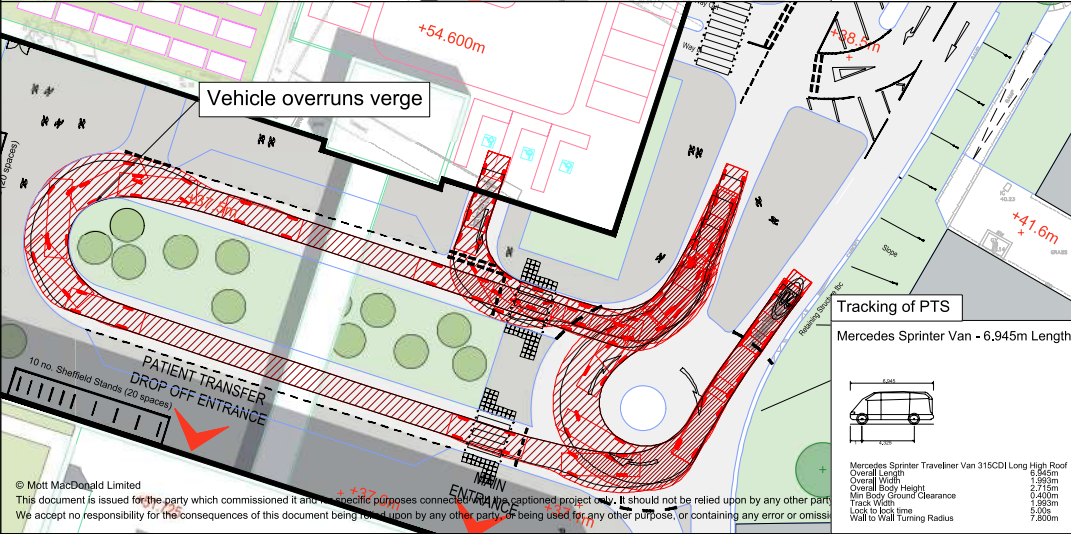
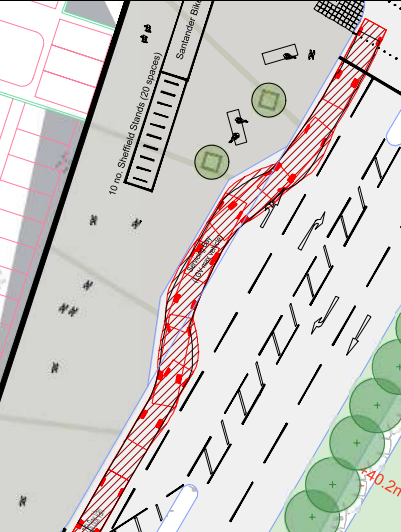
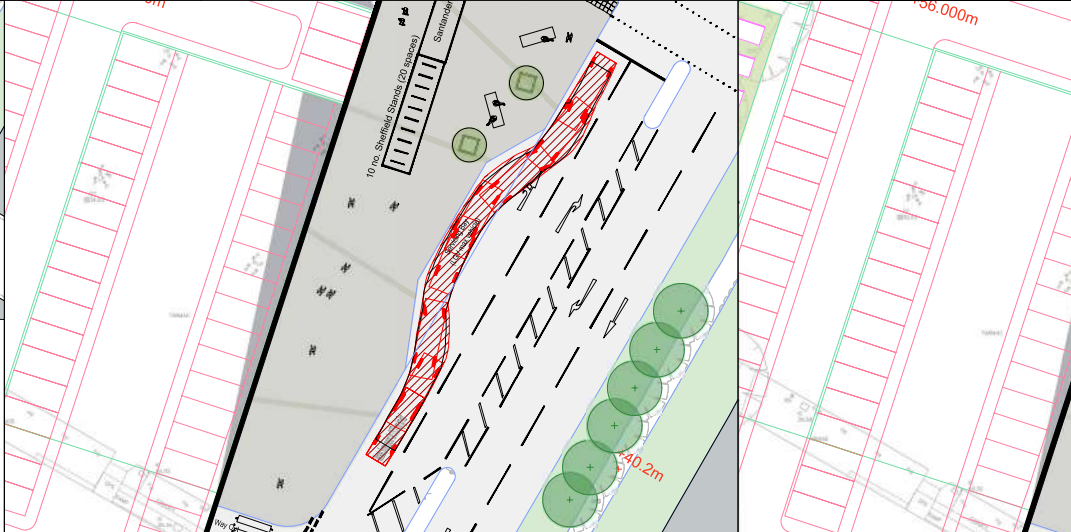
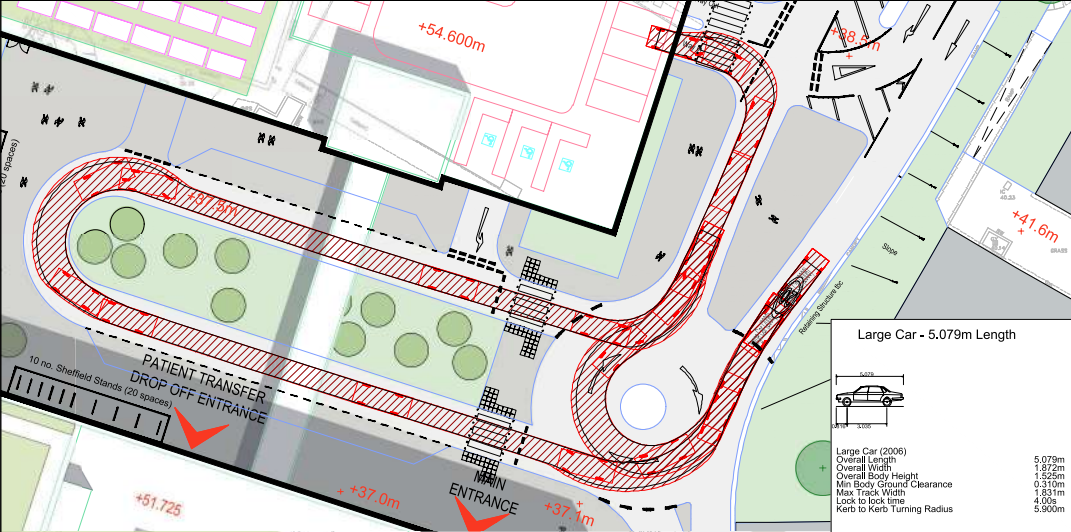
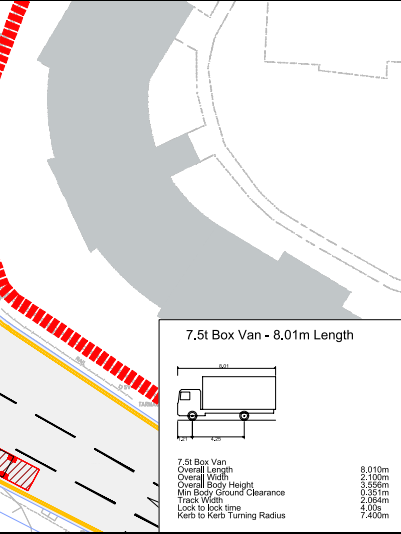
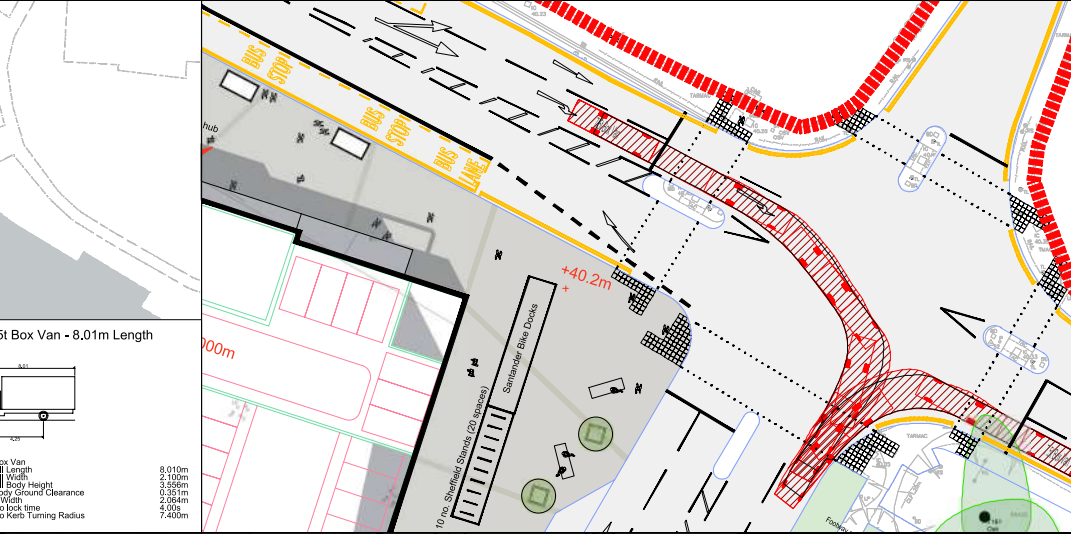
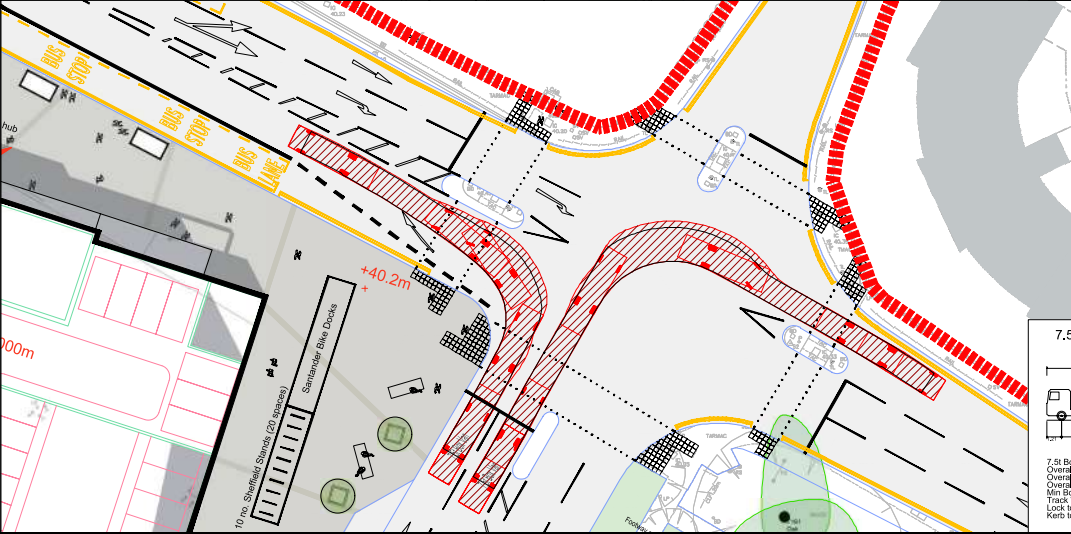
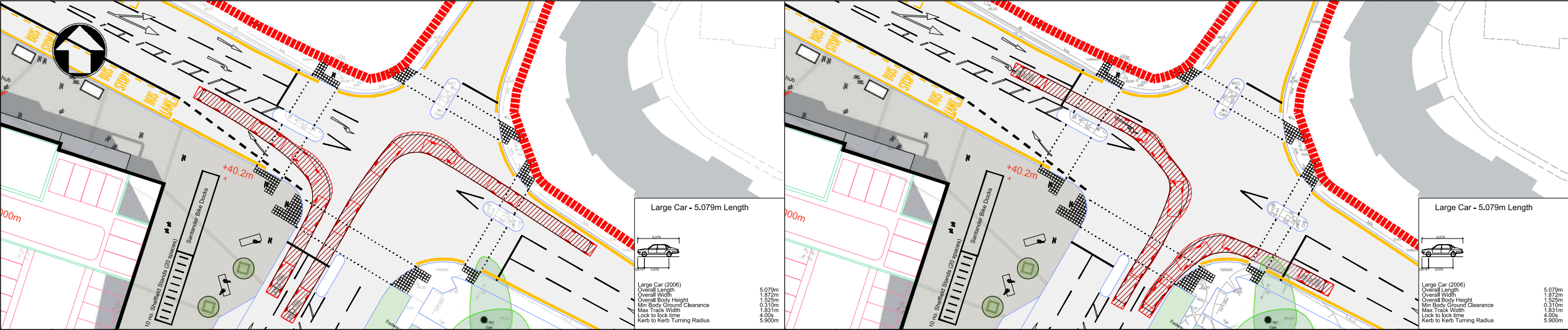
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Title

Hillingdon Hospital Redevelopment
Access Arrangement
Phase 1
Tracking Sheet 1

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Drawn	C Dury	CD	Coordination		
Dwg check	J Burkin	JB	Approved	M Staniland	MS
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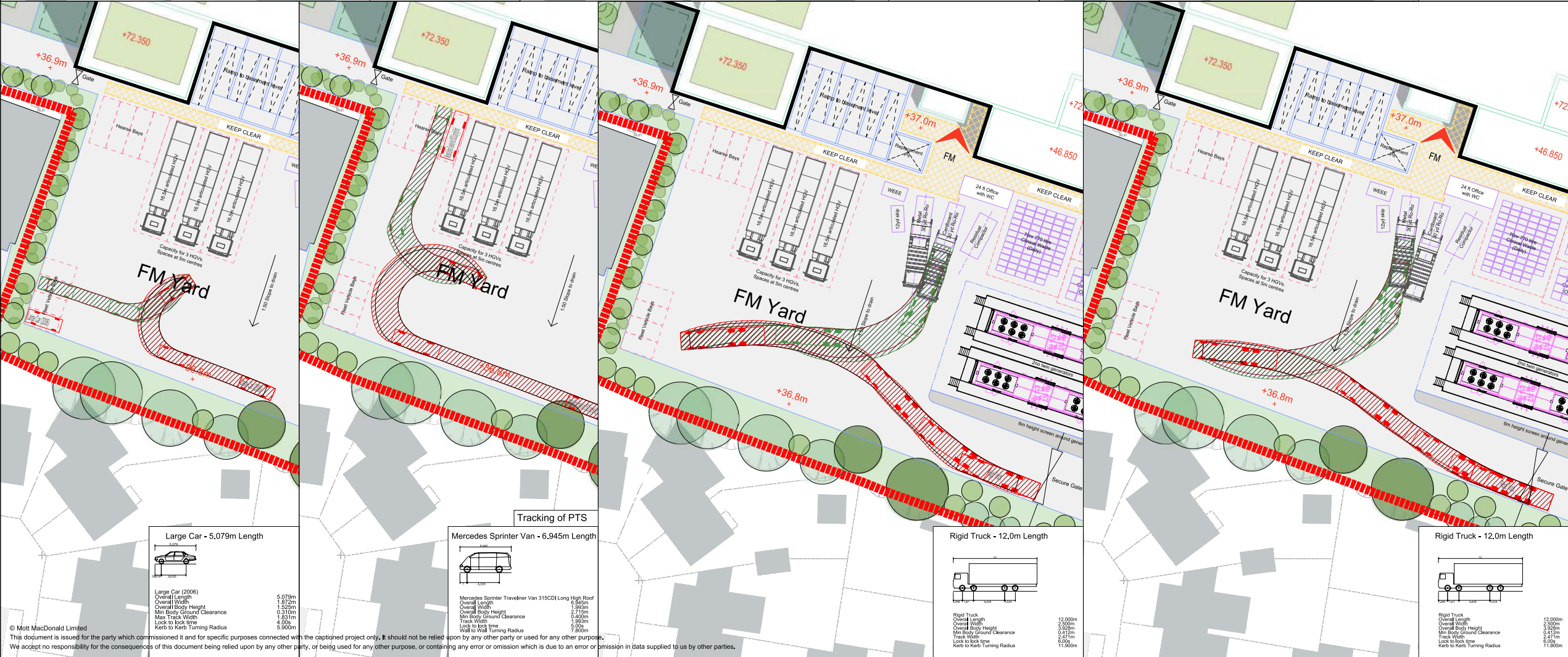
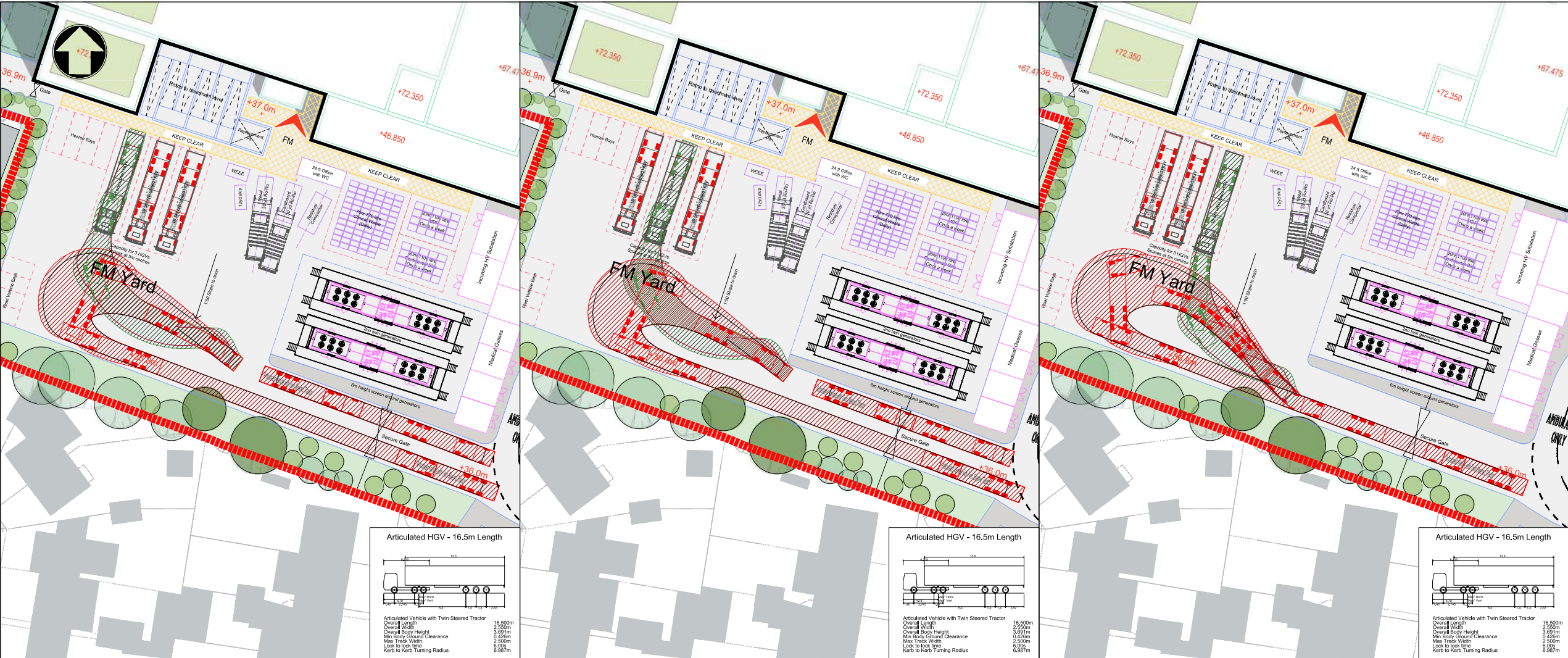
Access Arrangement

Phase 1

Tracking Sheet 3

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Hillingdon Hospital Redevelopment
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Phase 1
Tracking Sheet 4

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