Appendix TA - AE

DELIVERY AND SERVICING PLAN

PUBLIC

London Resort Company Holdings Ltd

THE LONDON RESORT

Delivery & Servicing Plan

DSP
DECEMBER 2020

PUBLIC

London Resort Company Holdings Ltd

THE LONDON RESORT

Delivery & Servicing Plan

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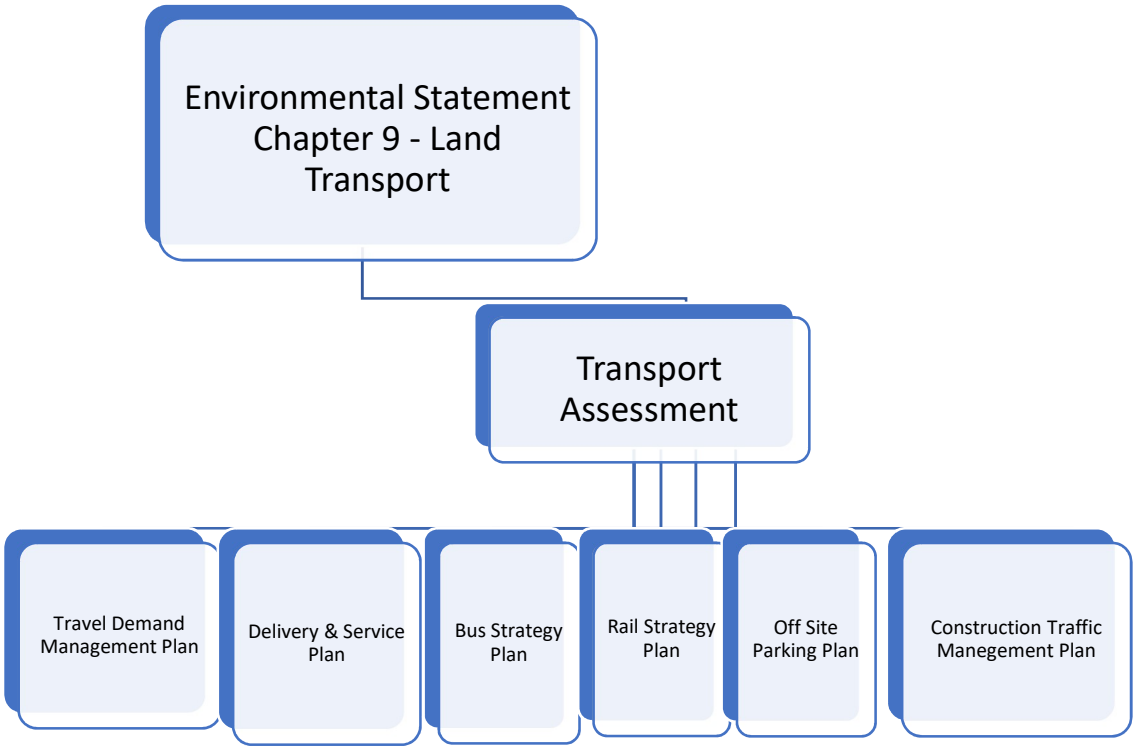
1 INTRODUCTION

1.1 BACKGROUND

1.1.1. This Delivery and Servicing Plan (DSP) document has been prepared by WSP on behalf of London Resort Company Holdings (LRCH) to support the Nationally Significant Infrastructure Project (NSIP) application to The London Resort, located in Swanscombe, Kent.

1.1.2. This DSP has been developed to support the Development Consent Order (DCO) application for The London Resort. The DSP has been drafted within the context of both Local and National guidance as well as best practice principles. This DSP forms a framework document being part of a suite of documents which address the transport impacts of the Proposed Development and identify where mitigation measures are required.

1.1.3. The suite of documents are headed up by the ES Chapter 9 – Land Transport (document reference 6.1.9). The following figure shows the relationship between the Land Transport Chapter of the ES, the Transport Assessment and the suite of transport management plans and strategies.



1.1.4. The ES Chapter 9 – Land Transport (document reference 6.1.9) addresses the environmental impacts associated with changes in traffic flow as a result of the Proposed Development. The Transport Assessment (TA) is included as an Appendix to this and considers the transport strategy for the construction and operation of the Proposed Development.

1.1.5. The TA is supported by additional transport documents. These are the Delivery & Servicing Plan (DSP), Construction Traffic Management Plan (CTMP) the Rail Strategy Plan (RSP), the Bus

Strategy Plan (BSP), Off Site Parking Plan (OSPP) and the Travel Demand Management Plan (TDMP). The implementation of these documents will be secured either through the DCO Requirements or the Development Obligation. Copies of these Plans are provided as Appendices to the Transport Assessment.

1.1.6. The CTMP provides details on the requirements for the management of transport impacts associated with the construction phases of the Proposed Development. Once the principal contractor has been appointed there will be opportunity for them to review and adjust the CTMP in agreement with the local authorities. The RSP and BSP set out the strategy to provide rail and bus accessibility to the Proposed Development.

1.1.7. The OSPP sets out the measures proposed to monitor whether on street vehicular parking associated with the Proposed Development occurs on roads and streets surrounding the Site. This document also sets out the proposed strategy to be implemented in the event that on street parking attributed to The Resort is identified in order to prevent stress on the existing level of on street parking serving surrounding residential areas.

1.1.8. The TDMP outlines a comprehensive and flexible approach to managing the travel demands of key audiences that will travel to and from the Resort. Specifically, this focuses on travel demands associated with Resort visitors and those employed at the Resort (employees).

1.1.9. Finally, the DSP sets out the key requirements and management guidance for individual occupiers to follow and implement in terms of the delivery of goods and stock required by The Resort as well as the approach to servicing the Proposed Development once operational.

1.1.10. Similar to other strategies and management techniques, this DSP will therefore be a 'live' document to be reviewed and monitored at regular intervals to ensure that The Resort will promote an efficient and responsible approach.

1.1.11. The forecast deliveries and servicing associated with The London Resort has been provided by MR-ProFun (Profun). Profun are experts in the Theme Park and attraction sector, having worked with major theme park operators Universal and Disney, whilst managing some of the world's largest entertainment attractions and destinations.

1.1.12. For clarity throughout this document the Project Site compassing both sides of the River Thames will be referred to as 'The London Resort' or 'the Resort'. The area of the Project Site to the South of the River Thames is referred to in this document as the 'Kent Project Site' and that to the north of the River Thames is identified as the 'Essex Project Site.

1.2 DEVELOPMENT PROPOSALS

1.2.1. The proposals of the site are indicatively set out as follows;

- A multi-Intellectual Property (IP) global resort including leading brands related to film, television, electronic gaming and toys;
- Phased approach delivering two unique parks;
- The leisure core will comprise a range of events space, themes rides and attractions, entertainment venues, theatres and cinemas;
- Gate One and Gate Two will have entrance plazas offering ancillary Retail, Dining and Entertainment (RDE) facilities;
- Approximately 3,550 suites across four hotels providing family, upmarket, luxury and themed accommodation;
- A Waterpark incorporated within one of the on-site hotels;
- A 'conferention' centre, combined conference and convention facilities capable of hosting a wide range of entertainment, sporting, exhibition and business events;
- A linked building hosting a range of eSports, video and computer gaming events;
- Approximately 2,000 single units contained within 500 on-site dwellings for Resort workers;
- A phased approach to delivering a maximum of 10,000 visitor car park spaces, 25% of which (2,500 spaces) are proposed to be located in Tilbury;
- Visitors parking in Tilbury will access the Kent Project Site via the 'Park and Glide' ferry provision between the Port of Tilbury, a new pier on the Swanscombe peninsular; and
- People mover and transport interchange between Ebbsfleet International Railway Station, the London Resort jetty and the main entrance.

1.2.2. The illustrative masterplan for the proposals of The London Resort are presented in document reference .2.21.

1.2.3. A DSP provides a framework to manage freight vehicle activity to and from the Pro . Developments, works effectively for organisations and is undertaken in a way which is not to the detriment of the operation of the local transport network and surrounding land uses or occupants. DSPs will specifically help:

- Proactively manage deliveries to reduce the number of delivery and servicing trips, particularly during the morning and evening peaks;
- Identify and promote areas where safe and legal loading can take place; and
- Select delivery companies who can demonstrate their commitment to following best practice – for example, the Freight Operator Recognition Scheme (FORS).

1.2.4. The purpose of this DSP is to inform stakeholders of the intent of the applicant in managing service vehicle trips to and from the development to minimise the impact of these freight vehicle trips on the surrounding public highway and local residential network. It also provides a Framework against which the final DSP will be prepared.

1.2.5. This Delivery and Servicing Plan will therefore seek to achieve the following objectives:

- Demonstrate that goods and services can be delivered, and waste removed, in a safe, efficient and environmentally friendly way;
- Set out LRCH's commitment to the management of delivery and servicing impacts on the local highway networks, River networks and community,
- Identify deliveries which could be consolidated, re-timed and reduced, especially within the highway peak periods;
- Improve the reliability of deliveries to the site;
- Describe the methods to monitor and develop the DSP to continue best practices and reduce any potential environmental impacts from the operations of The Resort;
- Provide a framework for community input into the management and mitigation of operational impacts; and ultimately; and
- Reduce the impact of freight activity on local residents and the environment.

1.3 REPORT STRUCTURE

1.3.1. This Delivery and Servicing Plan document is set out as follows:

- Chapter 2 - considers relevant policies, guidelines and network constraints north and south of the River Thames;
- Chapter 3 – outlines the delivery and servicing proposals;
- Chapter 4 – presents the measures and initiatives to be employed to increase servicing efficiency for the site;
- Chapter 5 –outlines the HGV routing to and from the London Resort for vehicles arriving north or south of the River Thames;
- Chapter 6 – presents the implementation plan and methodology for monitoring and review; and
- Chapter 7 – provides a conclusion to the document.

2 PLANNING POLICY AND GUIDANCE

2.1 INTRODUCTION

2.1.1. This section provides an overview of the planning policy and guidance that has shaped this document. The policy reiterates the importance of a thorough DSP to minimise the impact of the site.

2.2 NATIONAL POLICY

National Planning Policy Framework (February 2019)

2.2.1. Adopted in March 2012 and updated in February 2019, the National Planning Policy Framework (NPPF) seeks to reduce the complexity and improve the accessibility of the planning system, whilst protecting the environment and encouraging growth in a sustainable manner.

2.2.2. Paragraph 110 of the NPPF outlines how planning applications for development should *"Allow for efficient delivery of goods, and access by service and emergency vehicles"*. This document will present the process for allowing for an efficient delivery and servicing of the Resort, minimising the impact on the highway network.

Freight and Servicing Action Plan

2.2.3. The Freight and Servicing Action Plan (the Action Plan) was published by Transport for London (TfL) in March 2019. The overall aim of the document is to provide clarity on future policies and outlines the actions and will allow for safe, clean and efficient freight operations. The plan was developed with freight industry, business representation and the London boroughs to provide the best practice guidance for any Proposed Development. As The London Resort is located adjacent to London the TfL guidance has been utilised in the absence of any detailed national guidance, the principles set out in the Action Plan have been used within this DSP.

2.2.4. The Action Plan highlights that premises have the ability through estate management, either themselves or via management companies, to reduce the impact of deliveries and servicing activity.

2.2.5. Consolidating freight or Consolidation sites allow for an improved utilisation and can reduce the number of delivery vehicles. Research undertaken by TfL for consolidation centres found that they could achieve significant vehicle reductions if given enough political will and funding. Action 13 from the Freight and Servicing Action Plan states; -

We will promote consolidation as one of a combination of measures that support safe, clean and efficient freight by:

a) *Completing the demonstrator projects and sharing results by mid-2019*

b) *Continuing with further pilots to refine the most efficient consolidation models*

c) *Promoting and upscaling proven successful consolidation models such as collective procurement*

MAKING FREIGHT WORK FOR YOU DELIVERY AND SERVICING PLANS

2.2.6. TfL provide additional guidance on the production of Delivery and Servicing Plans within their document entitled Making Freight Work for You. The document identifies that the plan needs to be tailored to the specific requirements of the building, but outputs can include:

- A plan identifying where the servicing can occur on-site;
- An agreement for occupants to use freight operators who can demonstrate their commitment to following best practice guidance; and
- Proactive management of deliveries to reduce the number of unnecessary journeys and increase the use of more sustainable modes, where possible.

2.2.7. The guidance also identifies the most effective tools and techniques to minimise the impact of freight activity on London's roads. Whilst The Resort sits outside of London's road network, the principles of the TfL document are useful and still largely applicable to The Resort.

Timing of Deliveries

2.2.8. One of the key suggestions within the guidance is that deliveries / servicing should take place at off peak times away from traditional commuter peak hours or even normal working hours where possible. The benefits of this include:

- Reduce the risk of collisions with vulnerable road users as 'rush hour' is avoided;
- Ensure delivery / servicing activity is more efficient and reliable as less traffic will be encountered;
- Reduce congestion on local roads;
- Improve air quality / lower emissions by reducing the number of vehicles experiencing congestion;
- Improve the urban environment for local residents; and
- Reduced Penalty Charge Notices (PCNs) due to increased availability of legal loading locations.

2.2.9. These types of measures, alongside others are discussed and set out in Chapter 4.

2.3 LOCAL POLICY AND BEST PRACTICES

2.3.1. Alongside National guidance and relevant best principles, a review of pertinent Local Policy and strategies has been undertaken, with the key policies provided as follows;

KENT COUNTY COUNCIL

Local Transport Plan 4: Delivering Growth without Gridlock 2016-2031

2.3.2. The Kent Local Transport Plan 4 was published in August 2016, the document builds upon the success of the previous Local Transport Plan 3 and incorporates the strategic priorities presented in Growth without Gridlock from 2010. The document provides targets for growth across the region and outlines the necessary infrastructure required to stimulate regeneration and encourage people and business to be attracted to Kent. The document provides the background policies for the Freight Action Plan for Kent.

Freight Action Plan for Kent

2.3.3. The "Freight Action Plan for Kent" published in 2016 outlines how the dominant mode of transport for transporting goods within Kent is via road. The document highlights the need for other modes of transport such as rail and sea to play a larger role in delivering goods.

2.3.4. Within the Action Plan it highlights a number of successfully delivery initiatives to mitigate the impact of freight traffic on the highway network, those relevant to The London Resort are as follows;

- *"Developing and adopting the Freight Journey Planner, web-based route planning tool that aims to help HGV drivers and Transport Managers to plan their routes through Kent. The Software is HGV specific and routes vehicles to avoid roads with weight, height and width restrictions as well as roads that are unsuitable for HGV use.*
- *Implementing a number of Lorry Watch organisations across the county to empower local residents to record details of vehicles contravening restrictions;*
- *Continuing signing improvements across the county including the use of pictorial signs to assist drivers whose first language is not English;*
- *Establishing Operation Kindle in which KCC works collaboratively with Kent Police, Highways England and Medway/Borough/District Councils to clamp/move on illegally or antisocially parked HGVs in the district. So far this has resulted in just under 500 fixed penalty notices issued and over 2,000 HGVs being moved on; and*
- *Lobbying government to introduce an HGV Road User Levy. This is a taxing mechanism (Vignette) on both UK and non-UK based HGVs. The levy ensures all HGVs make financial contributions towards improvements and maintenance of the national road network. In 2015/16 £197.5 million of revenue was raised from the levy. £147.8 million from UK registered vehicles and £49.7million from non-UK registered vehicle."*

2.3.5. The document outlines three Actions which need to be undertaken in Kent to improve HGV management and movement across the county; those relevant to the Resort are presented below:

- *"To effectively manage the routing of HGV traffic to ensure that such movements remain on the strategic road network for as much of its journey as possible;*
- *To take steps to address problems caused by freight traffic to communities;*
- *To ensure that KCC continues to make effective use of planning and development control powers to reduce the impact of freight traffic."*

THURROCK COUNCIL

Thurrock Transport Strategy

2.3.6. In March 2011 Thurrock published their "Thurrock Transport Strategy" document, the aim is to provide Thurrock with a transport strategy with a series of aims, objectives and policies to deliver transport improvements in Thurrock.

2.3.7. The overall transport vision for Thurrock Council outlined in the Transport Strategy is to ensure that it:

- Is fully inclusive, meeting the social needs of residents;
- Is integrated to provide seamless multi-modal journeys;
- Is accessible for everyone, safe and attractive to use;

- Delivers sustainable community regeneration and growth; and
- Reflects the exceptional circumstances of Thurrock as an international centre for logistics and commercial development.

2.3.8. As Thurrock is traditionally an area of port activity, and with heavy industries this results in a high levels of HGVs on the highway network. HGV flows are highest in the Council around the port of Tilbury, the M25 and along the A13 particularly at the junction with the A1089 Dock Approach Road to Tilbury.

2.3.9. Thurrock Council have provided three policies within their Transport Strategy which are focused on Freight and reducing emissions from transport, they are as follows:

- *Policy TTS19: Freight – to reduce the adverse impacts of road freight the Council will to:*
  - *Safeguard existing well-located freight wharves and facilities for rail and water freight interchange;*
  - *Protect previously used rail accessible sites, including those owned by non-railway bodies, from development of non-rail based uses where there is a reasonable prospect of developing them for rail freight use; and*
  - *Encourage new freight and logistics development to locate near and use rail freight facilities and develop sustainable distribution strategies.*
- *Policy TTS20: Reducing Emissions from Transport – The Council will work to deliver transport improvements aimed at reducing emissions from transport. To increase value for money, transport measures that reduce both greenhouse gas and air pollution emissions will be prioritised for action.*
- *Policy TTS24: Reducing Freight Emissions – The Council will work with freight associations and operators to mitigate the adverse impacts of freight operations by reducing emissions from Heavy Good Vehicles in Thurrock and encouraging the use of rail and water freight where feasible.*

FLEET OPERATOR RECOGNITION SCHEME (FORS)

2.3.10. The Fleet Operator Recognition Scheme (FORS) is a voluntary accreditation scheme encompassing all aspects of safety, fuel efficiency, vehicle emissions and improved operations. FORS operates UK wide and provides a valuable tool in helping to manage sites that expect to use fleet operators. Whilst The London Resort will utilise River transport services, there will be a need for road based transport alongside this.

2.3.11. The accreditation scheme is used to ensure that operators minimise impacts on road safety, protect the environment and minimise non-compliance through raising awareness of legislation and laws. FORS helps fleet operators to measure and monitor performance and alter their operations to demonstrate best practice. It is open to operators of vans, lorries, mini-buses, coaches and other vehicles together with organisations that award contracts to those operators.

2.3.12. FORS will benefit operators who want to:

- Improve road safety;
- Reduce the incidence of fines and other charges;
- Reduce fuel emissions and enhance fuel efficiency;
- Gain greater industry intelligence and networking opportunities; and

- Stand out from the crowd.

2.3.13. FORS offers best practice toolkits and advice, which include performance management systems, penalty charge notice toolkits, fuel use trackers, cycle safety toolkits, congestion toolkits and collision reporting and investigation tools.

2.3.14. LRCH and The London Resort will ensure that delivery providers and operators accessing the site will be FORS, or equivalent accredited.

3 DELIVERIES AND SERVICING

3.1 INTRODUCTION

3.1.1. This section sets out the deliveries and servicing forecast trip generation for The London Resort. It includes the location of the servicing yards within The Site together with details of the forecast delivery and service vehicles to The London Resort.

3.2 VEHICLE AND GENERATION YEARLY PROFILE

3.2.1. The forecast trip generation for deliveries and servicing has been provided by ProFun. This is based on commercially sensitive data and standard practices to enable a robust assessment of the likely number of delivery and service vehicles expected. Table 3-1 presents the forecast delivery and service vehicles arrivals and departures across the year, on different days and months.

Table 3-1 - Forecast Delivery and Service Vehicles Daily Trips across the year

Month	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Total
January	20	20	20	20	25	30	25	160
February	20	20	20	20	25	30	25	160
March	20	20	20	20	25	30	25	160
April	25	25	25	25	25	30	25	180
May	25	25	25	25	25	30	25	180
June	30	30	30	30	35	35	30	220
July	30	30	30	30	35	35	30	220
August	30	30	30	30	35	35	30	220
September	25	25	25	25	25	30	25	180
October	25	25	25	25	25	30	25	180
November	20	20	20	20	25	30	25	160
December	20	20	20	20	25	30	25	160

3.2.2. On the basis of the information provided by ProFun, Table 3-1 indicates that Saturday will be the busiest day for delivery and servicing movements. The peak visitor numbers during the summer months June to August aligns to the peak delivery and servicing period.

3.2.3. The delivery and service vehicle information provided by ProFun forecasts the trip generation and assumes the same profile across the different days and months. Outlined later within this document, monitoring of the DSP will occur yearly in order to monitor delivery and service vehicle activity.

3.3 DAILY PROFILE AND FORECAST DAY ON A FRIDAY IN JULY

3.3.1. Building upon the yearly forecast demand as set out in Table 3-1, ProFun have also provided the hourly arrival and departure profile for the delivery and service vehicles, as set out in Table 3-

2below. As shown in the data the arrival and departure profile has been forecast to be the same for all assessment years.

Table 3-2 - Service and Delivery Vehicles Arrival and Departure Profile

London Resort Service Vehicle/Deliveries Arrival and Departure Profiles																			
Venue	Max	Arriving pre 8 am	8-9 am	9 -10 am	10-11 am	11-12 noon	12-1pm	1-2 pm	2-3 pm	3-4 pm	4-5 pm	5-6 pm	6-7 pm	7-8pm	8-9 pm	9-10 pm	10-11 pm	11:00p-12:00a	Departing Post Midnight
Service Vehicle Arrivals	52%	52%	10%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	5%	7%	
Service Vehicle Departures	37%	37%	16%	6%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	4%	6%	7%
Service Vehicle On-Site[1]	15%	15%	8%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	6%	7%	0%

3.3.2. As shown in Table 3-2, the forecast peak period for the arrival and departure of delivery and service vehicles is before 08:00, with approximately 50% of vehicles arriving before 08:00. This is to be expected with the majority of waste collection and deliveries of food and other such supplies occurring when the Resort is closed in order to avoidance disturbance to guests. Throughout the rest of the day it forecast that delivery and service vehicles will remain low across the day.

3.3.3. Table 3-3 presents the Delivery and Service profile for servicing and delivery vehicle trips serving the London Resort for a standard Friday in July; this is based on the percentage profile presented in Table 3-2, and the maximum number of delivery and service vehicles being 35, for a Friday in July.

Table 3-3 - Forecast Service and Delivery Vehicles Arrival and Departures on a Friday in July

Peak Day / Peak Season Daily Vehicle Deliveries																			
Total Vehicle Deliveries	35																		
Venue		Arriving pre 8 am	8-9 am	9 -10 am	10-11 am	11-12 noon	12-1pm	1-2 pm	2-3 pm	3-4 pm	4-5 pm	5-6 pm	6-7 pm	7-8pm	8-9 pm	9-10 pm	10-11 pm	11:00p-12:00a	Departing Post Midnight
Service Vehicle Arrivals	18	18	4	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	0
Service Vehicle Departures	13	13	6	2	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2
Service Vehicle On-Site	5	5	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	0

3.3.4. Table 3-3 presents the forecast service & delivery vehicles across an average Friday in July. The profile forecasts that 18 vehicles will arrival before 08:00 with 13 vehicles departing in the same time period. ProFun have forecast that the average length of stay for a delivery or service vehicle on-site will be an hour.

4 DELIVERY AND SERVICING MANAGEMENT

4.1 INTRODUCTION

4.1.1. This section presents the measures and initiatives for inclusion within the Delivery and Servicing Plan to minimise the impact on the highway network. TfL's best practice guidance set out within 'Delivery and Servicing Plans: Making freight work for you' a number of management measures are set out and which are grouped in the following criteria: -

- Design:
- Operational Efficiency;
- Waste Management;
- Road Trip Reduction; and
- Complaints and Investigation Strategy.

4.2 DESIGN

MAIN VEHICULAR ACCESS AND RIVER ACCESS

4.2.1. The primary access junction from the A2 Ebbsfleet junction has been designed to cater for all vehicular types and can accommodate varying sizes of delivery vehicles from Articulated to LGV's. Furthermore, The London Resort will also have a dedicated delivery and construction pier to cater for deliveries.

SECURITY MEASURES

4.2.2. The Resort will have a dedicated security area which will be gated and away from Visitors ensuring that access is controlled. It is expected that there will be security buildings, personnel and communications equipment available at the gates to provide an early contact point with the site so that deliveries can be received and directed as efficiently as possible. Technology will be implemented to improve security and traffic management with delivery vehicles required to pre-book with the vehicle and driver details. Automatic number-plate recognition (ANPR) or similar will be used at the security gate entrance to identify the planned deliveries and remove the chance of unauthorised vehicles accessing the site.

4.2.3. For River based trips, it is expected that the security protocols at Port of Tilbury will be maintained to safely review incoming and outgoing movements. At the Resort Pier, it is expected that further security protocols will be in place from the operational team during the management of inbound and outbound goods / trips.

ACCOMMODATING SPECIAL DELIVERIES

4.2.4. Any special deliveries to the site, such as specialist ride equipment, will need to be pre-arranged. The delivery time and duration will be negotiated with LRCH's operations and management company to minimise the impact upon the routine daily servicing requirements of the site. Outside of peak operation hours will be encouraged for such deliveries where possible to minimise impact on local highway and residents.

SERVICING YARD LOCATIONS

4.2.5. There are two servicing yards located within the Kent Project Site; the main servicing year will be located at the south east corner of the main London Resort Site, to the east of the Highspeed

railway line. A second smaller servicing yard is to be located behind Gate 2 at Bell Whart, on the north western edge of the Site. There will internal roads / connections from the service yards to the wider resort on the Resort perimeter road. The on-site transfer of various goods and material will take place through a fleet of electric vehicles.

4.2.6. The delivery and service vehicles will primarily access the Resort via the new Resort access road from the A2 and then around the multi-storey car parks, past, past the northern coaches car park and then down a one-way route around the yard. Upon leaving the service yard the delivery and service vehicles will follow the one way system, but will join the road east of the car parks back onto the main access road. There is a secondary access to the service yard via London Road this will be limited to smaller vehicles and will be a heavily restricted route.

4.2.7. Access to the second smaller servicing yard at Bell Wharf will be via the river for deliveries and servicing from Tilbury.

4.2.8. The servicing yard consists of a large building with a one way dedicated service road around the exterior. This service road will provide access to docking and loading bays located on the southern extent of the building. Swept path analysis has been undertaken, using the largest expected vehicle, which indicates that the design can accommodate vehicles safely and within the area identified, as presented in Appendix A.

4.3 OPERATION EFFICIENCY

DELIVERY RESTRICTIONS AND ENFORCEMENT

4.3.1. The Resort will remove the possibility of deliveries arriving at the Resort during the commuter peak hours to avoid adding additional pressures to the congestion on the highway network. How this will work in practice is now discussed.

CONSOLIDATION CENTRE

4.3.2. The aim of consolidation centres is designed to minimise vehicle journeys, while improving delivery, reliability and efficiency. As part of the management strategy a consolidation site will be found for delivery and service vehicles in the Port of Tilbury. The consolidation unit will allow for deliveries to occur at all times of the day, if they are sent to the Main Resort via a River barge. Discussions are still ongoing with the Port of Tilbury to decide on an exact location of such facility. Similar, to the delivery and service vehicles arriving and departing The London Resort itself, the deliveries to the consolidation unit will take place outside of the peak periods on the Highway Network.

SERVICING BOOKINGS / MANAGEMENT STRATEGY

4.3.3. A servicing vehicle booking / management system will be implemented on the site to manage and schedule vehicle activity within the Main Resort Service yards and at the consolidation site in Tilbury. Deliveries to the Site will be allocated delivery slots. Pre-registration of suppliers will be required, with agreed delivery slots, and this will be arranged through a computer / web-based system controlled on-site. Through these management methods, conflicts between delivery slots will be avoided and vehicles will therefore be able to manoeuvre through the site safely. The booking slots will allow for this to be controlled throughout the operation of the Resort, to minimise impact on visitors travelling to the Resort together with the wider travelling public.

OUT OF HOURS DELIVERIES

4.3.4. Deliveries will be encouraged to arrive and depart the Resort outside of when the Resort is open daily between 23:00-07:00 and this can be dealt with by way of the servicing booking management system.

STAFF TRAINING REQUIREMENTS AND RESPONSIBILITIES

4.3.5. LRCH and its operational team will be responsible for providing funding and time resources for all their site-based staff to receive appropriate training relating to the processes and procedures in operation on the development site.

PROMOTION OF FREIGHT INFORMATION PORTAL

4.3.6. The Freight Information Portal will be promoted by the site to raise awareness of this resource and encourage the adoption of good practice servicing and delivery strategies. The Corporate and Social Responsibility benefits associated with using suppliers adopting sustainable freight and servicing practices will also be promoted.

COMMUNICATION OF DELIVERY PROCUDURES

4.3.7. LRCH will be responsible for informing their occupiers of any delivery restrictions and communicating the booking / management strategy. If any tenant or occupier wishes to control their own deliveries and servicing they will be able to prepare their own document, but it must be based upon the principles outlined within this DSP.

4.4 ROAD TRIP REDUCTION

DELIVERY AND SERVICING VIA RIVER

4.4.1. The location of The London Resort presents a unique opportunity for a proportion of the deliveries and servicing for the Resort to arrive by River Barge. The current ProFun analysis forecast all the delivery and service vehicles to arrive or depart via the highway network, providing a robust assessment of the implications of the Proposed Development on road traffic. Conversely, it is expected that River use will be capitalised on during the daytime to minimise impacts on existing road networks. As with road based operational traffic however, movements will be monitored and timed to minimise impacts where possible.

4.4.2. There are two landing locations for river barges on the Swanscombe Peninsula at Bell's Wharf and at Seacon Terminal, work will be undertaken to potentially add capacity at the landing locations. As outlined above the consolidation site will be located within the Port of Tilbury and will enable deliveries to occur at all times of the day to the Main Resort by barge. On infrequent occasions when unforeseeable weather conditions result in the inability to safely operate a barge across the river, it is likely that these events would happen with prior knowledge due to advanced weather forecasting would allow for the Resort to plan for such occurrences.

DELIVERY AND COLLECTION FREQUENCIES

4.4.3. It will be encouraged that each of the Retail, Dining and Entertainment (RD&E) and Hotel outlets use the same delivery companies to consolidate deliveries reducing the need for individual vehicles for each outlet. Furthermore, it will be promoted that delivery and servicing will be undertaken by an articulated vehicle to consolidate trips from smaller Light Good Vehicles and Heavy Goods Vehicles.

The on-site transfer to the RDE and Hotel will take place through a fleet of electric vehicles on the perimeter road around the Resort.

4.5 WASTE MANAGEMENT

WASTE REDUCTION, STORAGE AND REMOVAL MEASURES

4.5.1. Guidance contained within the London Freight Plan identifies that developments should provide sufficient facilities for storage and collection of segregated waste.

4.5.2. It is expected therefore that the Proposed Development site will provide segregated waste storage, segregation into general waste and dry comingled recyclables in line with local guidance.

4.5.3. The London Resort has produced a Waste Strategy which has been developed by Buro Happold. The Waste Strategy outlines that the majority of the waste will leave the Resort by the River Thames.

REFUSE COLLECTION PROCDURES

4.5.4. As the site is commercial, it is expected that private refuse collection companies will be used to collect waste. This will enable greater control over collection times. The proposed development will promote the use of refuse collections away from the peak hours where possible, to minimise impacts upon the operation of the site and impacts on the local area and highway network.

4.6 COMPLAINTS AND INVESTIGATION STRATEGY

4.6.1. The purpose of this strategy is to summarise the mechanism in receiving and distribution of incoming correspondence / emails and telephone complaints, should they occur.

4.6.2. It is not expected that any delivery or servicing vehicles will cause issue to raise complaints, however, the strategy outline the methods of communication and dealing with these. This will ensure that formal complaints in relation to the delivery and servicing movements at The London Resort can be addressed, considered seriously and closed accordingly. The procedure will also facilitate suggestions for improving systems, where appropriate.

4.6.3. There will be dedicated contact details available for members of the public to raise concerns or comments. These will be passed to the operations manager of the Resort or a designated representative, who review the incoming communication relating to delivery and servicing impacts.

4.6.4. On receipt of the correspondence the applicable Asset Manager will:

- Examine the content of the complaint / comment and acknowledge receipt within 48 hours;
- Seek advice from the Safety, Health, Environment and Quality Manager for The London Resort as to the context of the complaint, if relevant;
- Carry out an investigation (if needed);
- Implement corrective action (if needed) – e.g. this could be discussions with specific delivery companies or re-training of individuals;
- Follow up and issue a letter or email reply with corrective actions; and
- All complaints will be stored by the Resorts operational department.

4.7 DAILY PROFILE AND FORECAST DAY ON A FRIDAY IN JULY READJUSTMENT

4.7.1. As The London Resort will be operated by LRCH, as part of the management techniques available, they are able to restrict delivery and service vehicles to arrive and depart outside of the peak hours. The management strategies outlined above will play a key role in making this possible.

4.7.2. The delivery and servicing profile provided ProFun has been adjusted to removal arrives and departures in the peak periods. Table 4-1 presents the adjusted profile, while Table 4-2 presents the adjusted profile for a Friday in July to account for this reassignment of these trips.

Table 4-1 - Service & Delivery Vehicles Arrival and Departure Profiles readjusted to remove peak hour traffic.

London Resort
Service Vehicle/Deliveries Arrival and Departure Profiles

Venue	Max	Arriving pre 8 am	8-9 am	9 -10 am	10-11 am	11-12 noon	12-1pm	1-2 pm	2-3 pm	3-4 pm	4-5 pm	5-6 pm	6-7 pm	7-8pm	8-9 pm	9-10 pm	10-11 pm	11:00p-12:00a	Departing Post Midnight
Service Vehicle Arrivals	62%	62%	0%	2%	2%	2%	2%	2%	2%	2%	4%	0%	2%	2%	2%	2%	5%	7%	
Service Vehicle Departures	37%	37%	0%	22%	2%	2%	2%	2%	2%	2%	2%	0%	4%	2%	2%	2%	4%	6%	7%
Service Vehicle On-Site	25%	25%	25%	5%	5%	5%	5%	5%	5%	5%	7%	7%	5%	5%	5%	5%	6%	7%	0%

Table 4-2 - Service & Delivery Vehicles Arrival and Departure readjusted to remove peak hour traffic

Peak Day / Peak Season Daily Vehicle Deliveries

Total Vehicle Deliveries 35

Venue		Arriving pre 8 am	8-9 am	9 -10 am	10-11 am	11-12 noon	12-1pm	1-2 pm	2-3 pm	3-4 pm	4-5 pm	5-6 pm	6-7 pm	7-8pm	8-9 pm	9-10 pm	10-11 pm	11:00p-12:00a	Departing Post Midnight
Service Vehicle Arrivals	22	22	0	1	1	1	1	1	1	1	1	0	1	1	1	1	2	2	0
Service Vehicle Departures	13	13	0	8	1	1	1	1	1	1	1	0	1	1	1	1	1	2	2

4.7.3. Table 4-2 presents the forecast service and delivery profile with the readjusted profile to remove traffic from the peak hour periods. As shown in the adjusted profile, this utilises periods before or after key commuter hours for deliveries, when the surrounding network will experience lower levels of background traffic.

4.7.4. The deliveries that are forecast to arrive throughout the day are likely to be via barge from the consolidation unit in the Port of Tilbury. This will minimise the impact on the highway network and allow for servicing of the Resort to occur throughout the day when required. As outlined earlier, the vast majority of the vehicular servicing movements to the Resort will occur between 23:00-07:00.

5 ROUTING STRATEGY

5.1 INTRODUCTION

5.1.1. This section outlines the delivery and servicing routes to and from the Site for the project sites in Kent and Essex.

5.1.2. Delivery and servicing vehicles accessing the site will follow three levels of road hierarchy;

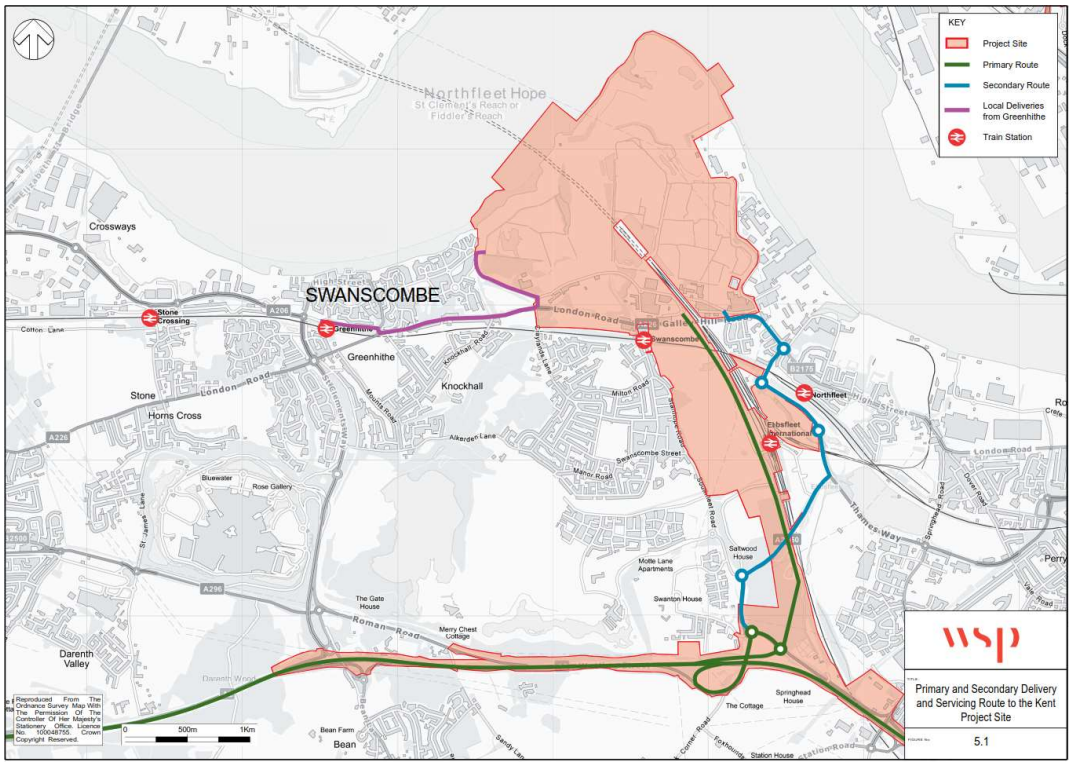
- Level 1 Strategic Road Network – These are roads managed by Highways England being motorways and trunk roads which provide access to the construction site from a wide catchment area to be distributed by the lower levels of roads;
- Level 2 Primary and Local Road Network – These roads are under the authority of Thurrock Council and Kent County Council, which will provide access from the Strategic Road Network to the site; and
- Level 3 Access Road – This will be the new access into the Resort which is accessed directly from the A2 eastbound on and off slip roundabout and via Manor Way.

5.1.3. Taking account of the road hierarchy, all Delivery and Servicing traffic related to The London Resort that route near or via the SRN will be required to use either the M25 and M2 to access the A2 Ebbsfleet International Exit or the M25 and A13 to access the A1089.

5.2 KENT PROJECT SITE VEHICLE ROUTING

5.2.1. The Kent Project Site will be accessed via the Strategic Road Network from the A2 exit for Ebbsfleet International Station. Figure 5-1 presents the primary and secondary delivery and servicing routes from the A2 exit.

Figure 5-1 - Primary and Secondary Delivery and Servicing Routes to the Kent Project Site



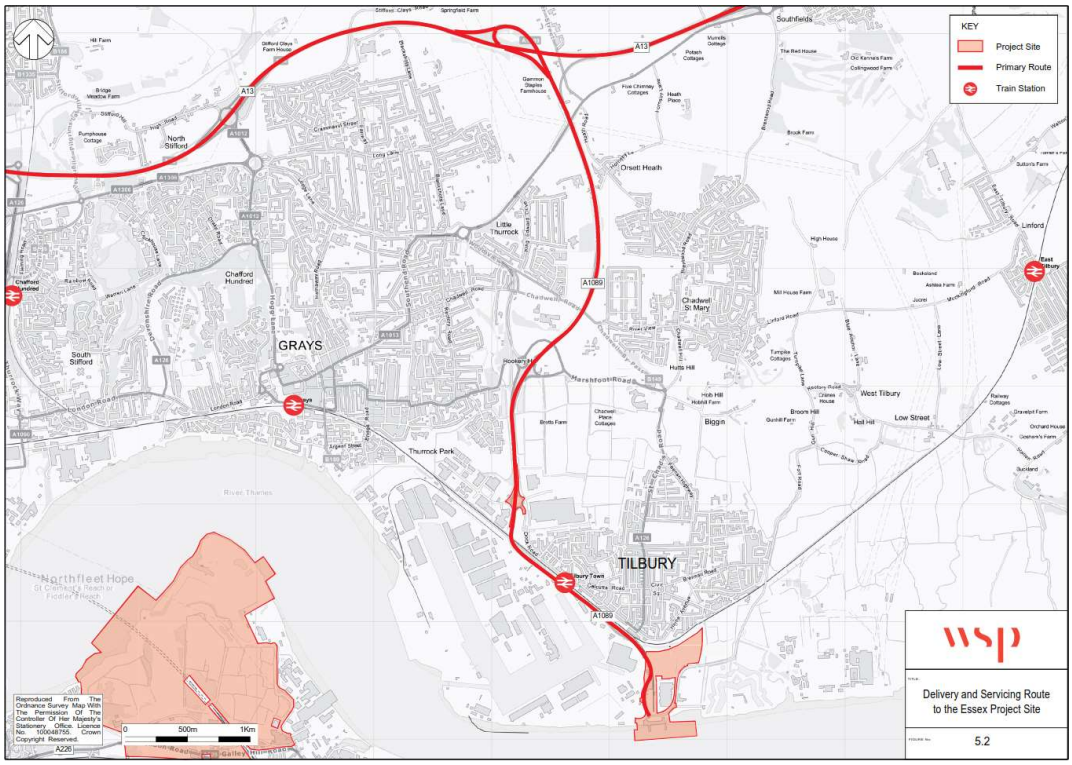
5.2.2. The primary route for delivery and servicing vehicles will be via the new access road on the northern arm located between the eastbound on and off slip roundabout. A secondary route for delivery and servicing vehicles will be via the A2260, A2260 Ebbsfleet Gateway, A226 Thames Way / A226, A226 Stonebridge Road, A226 Galley Hill Road, A226 London Road and enter the Resort via what is currently known as Manor Way. The delivery or servicing vehicles accessing via Manor Way will be 3.5T or similar.

5.2.3. There are some HGV restrictions on the local highway network in the vicinity of The London Resort, on the B259 Southfleet Road with a 7.5 tonne vehicle limit in operation, this is due to the railway bridge at Swanscombe Station and through Swanscombe High Street.

5.3 ESSEX PROJECT SITE VEHICLE ROUTING

5.3.1. The Essex Project Site will be accessed via the Strategic Road Network via the A13 and A1089. Figure 5-2 presents the delivery and servicing to the consolidation unit in the Port of Tilbury.

Figure 5-2 - Delivery and Servicing Route to the Essex Project Site



5.3.2. There are no HGV restrictions in the vicinity of this route if drivers follow the SRN route.

5.3.3. This routing plan to the Kent and Essex Project Sites will be adopted to ensure that the HGVs follow an appropriate route that reduces any travel through sensitive areas and promotes the use of the strategic road network.

5.3.4. There will be a point of contact at the site, that will enable residents or other local businesses to report any misuse or inappropriate route choice. This will allow the development to pro-actively approach suppliers and drivers to ensure they are aware of the route choices and strategy in place. The approach to this is explained in greater detail within the next section.

6 IMPLEMENTATION, MONITORING AND REVIEW

6.1 IMPLEMENTING

6.1.1. The London Resort will be responsible for informing suppliers of delivery restrictions and implementing the booking / management strategy on site. Additionally, The London Resort will ensure the site provides sufficient facilities for storage and collection of segregated waste in accordance with guidance.

6.1.2. Additionally, site management will undertake a Risk Assessment in respect of servicing and delivery practices and will be responsible for enforcing delivery restrictions to and from the site. The site manager / or appointed person will also be responsible for monitoring and reviewing deliveries to the site.

6.1.3. It is expected that the site management team will enforces a suitable procurement strategy which demonstrates an awareness of all vehicle activity associated with the site, its impacts and appropriate measures to reduce it. The Resort site management team will also be responsible for the promotion of the Freight Information Portal. The Corporate and Social Responsibility benefits associated with using suppliers adopting sustainable freight and servicing practices will also be promoted to Resort occupiers (such as those associated with the RDE and Hotels).

6.2 ENFORCEMENT

6.2.1. The contents of this DSP have been prepared to establish the framework with regard to the future operation of the site from the perspective of servicing and delivery traffic. As set out in the information contained above, LRCH will prepare a final Delivery and Servicing Plan prior to the Proposed Development opening.

6.2.2. Future occupants of the RDE and Hotels on the site will be required to adhere with the DSP unless otherwise agreed in writing with the relevant local planning and highway authorities.

6.3 MONITORING

6.3.1. The final DSP will be monitored and updated, as necessary, where possible this will be co-ordinated with the Travel Demand Management Plan (TDMP) monitoring process, including where necessary, consideration by the Travel Demand Management Steering Group. The role of the Transport Steering Group is set out within the TDMP.

6.3.2. A programme of monitoring and review would be implemented to generate information by which the success of the Delivery and Servicing Plan can be evaluated against the objectives. Where possible this will be co-ordinated with the employee monitoring processes as set out in the TDMP.

6.3.3. A delivery and servicing survey will be undertaken within six month of the Proposed Development being open to the public. The surveys will be undertaken simultaneously with the travel surveys associated with the implementation of the TDM, where timescale permits. Specific elements of the Delivery and Servicing Strategy to be monitored will be as follows:

- Review the bookings system to understand the forecast number of movements;
- Review the routes taken by the delivery and service vehicles to check they align with the routing strategy; and

- Updating the strategy where appropriate following a review of the surveys taken each year, with a monitoring report provided to summarise the results of each survey for submission to the relevant local planning and highway authorities.

6.3.4. As part of the monitoring strategy, the DSP, which will be a 'live' document will be updated accordingly. This process will provide the opportunity for current delivery operations and procedures on the site to be reviewed and new management measures to be implemented (if necessary) to achieve the objectives of the policy documents.

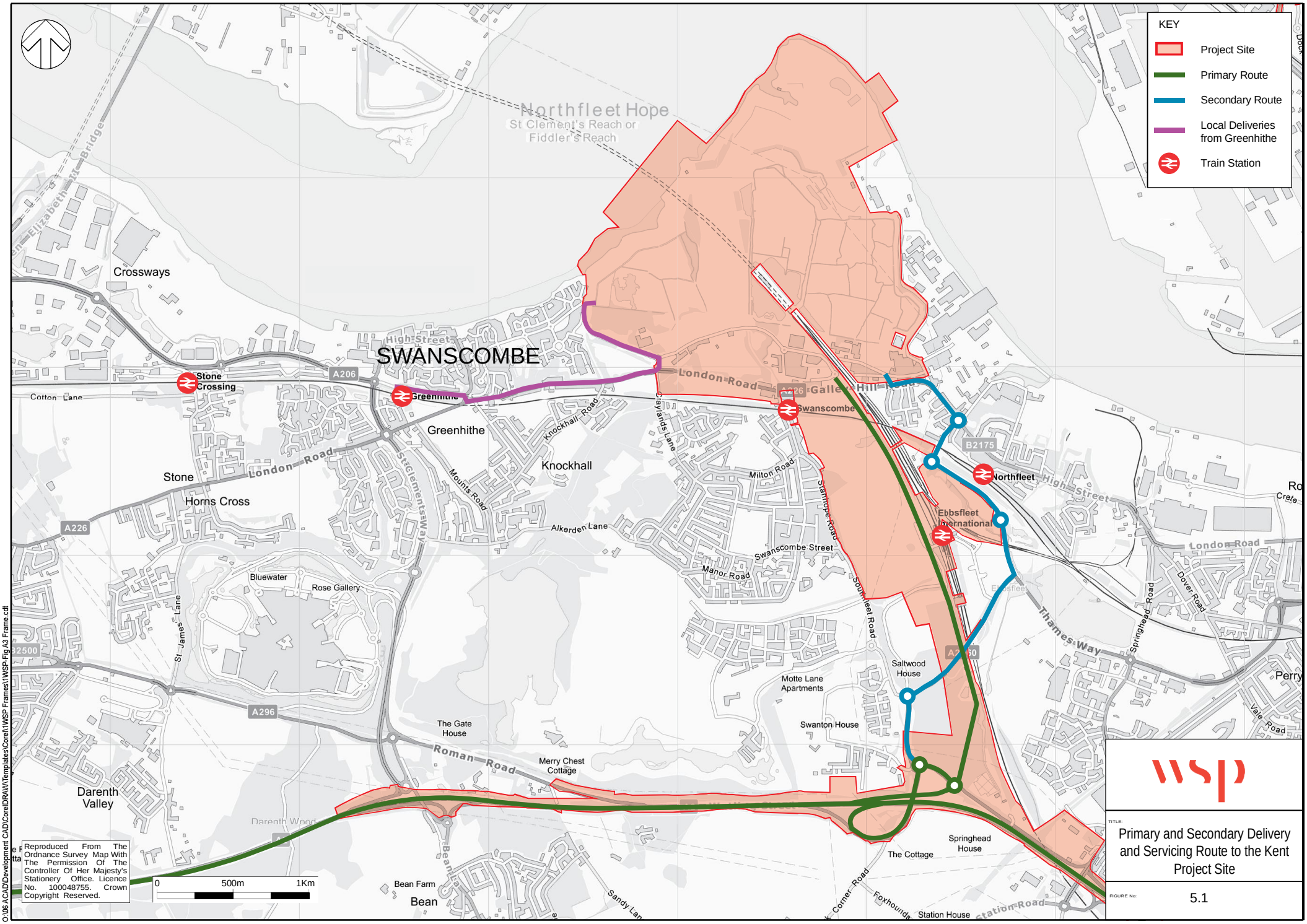
7 CONCLUSION

7.1.1. The Delivery and Servicing Plan (DSP) has been completed to provide a framework for the measures and initiatives to be adopted by LRCH to manage service trips to and from the development. The measures outlined in this document seek to minimise the impact of these vehicles on the surrounding public highway and residential areas.

7.1.2. Considering the intended use of the site, it will be important that the site effectively manages the demand for servicing and operational delivery vehicles to ensure the associated traffic impacts do not prove detrimental to local communities.

7.1.3. Once operational, the site manager, or appointed consultant will prepare a final DSP that seeks to adopt as many measures as feasible to minimise the daily servicing and operational impacts of the site. The DSP adopts an HGV routing strategy for the Kent Project Site via the A2 and the highway access road or a secondary route via the A2260 and the A226 London Road. The HGV routing to the Essex Project Site is via the A13 and the A1089 to the consolidation building at Port of Tilbury. This will ensure that the residential roads and non-appropriate roads in the vicinity will not be used by larger vehicles.

7.1.4. The DSP will be reviewed, where possible, at the same time as the Travel Plan. This will enable the site to be proactive and respond to any changing travel demands.



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TITLE:
Primary and Secondary Delivery and Servicing Route to the Kent Project Site

FIGURE No:
5.1

TITLE:

Delivery and Servicing Route to the Essex Project Site

FIGURE No: 5.2

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