



Brunswick Centre, Camden

DELIVERY AND SERVICING MANAGEMENT PLAN

for Proposed Hotel
on behalf of Lazari Properties 2 Limited
2023/5262/DSMP01
August 2023

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1 INTRODUCTION

1.1 Report Context

1.1.1 RGP is commissioned to provide transport planning and highways input in support of a proposed hotel at The Brunswick Shopping Centre, Camden, London, WC1N 1BS ('the site'). Planning permission is sought for:

"Change of use of existing car parking at lower ground floor to hotel use, change of use of retail unit to ancillary hotel entrance at ground floor level, alterations to the lower ground floor slab, installation of plant at roof and lower ground floor level, installation of PV panels at roof level, and associated works."

1.1.2 Listed Building Consent is sought for:

"Installation of walls and fit-out relating to proposed hotel use at lower ground and ground floor level, alterations to the lower ground floor slab, strengthening of structural columns, installation of plant at roof and lower ground floor level, installation of PV panels at roof level, and associated works."

1.1.3 The Brunswick Centre is a residential and shopping centre. Beneath the Centre is an NCP operated area of car parking, Waitrose operated car parking and private resident car parking. There is a vehicular route through the site for service vehicles facilitating deliveries to retail units above. Access to the car parking and servicing areas is provided from the access ramp on Marchmont Street, at the site's south-western corner, and egress is onto Brunswick Square at the site's north-eastern corner.

1.1.4 The scheme proposes the introduction of a subterranean hotel in part of the lower ground floor level at the Brunswick Centre, with an ancillary entrance lobby located at ground floor level. The proposed hotel will provide a total of 207 bedrooms, and an ancillary F&B restaurant. Associated PV panels will be located at roof level and plant at roof or lower ground floor level, with associated cabling feeding through existing risers where possible.

1.1.5 This existing car parking is historic, generally surplus to requirements and its change of use would support current London Plan and Camden Local Plan parking standards which seek to limit car parking for business / retail type uses, particularly in central London and support a movement towards car-free development.

1.1.6 Additionally, a new vehicle ramp would be required within the car park to provide continued access to the Waitrose car parking spaces. Whilst this would likely result in the loss of some further car parking, Waitrose would continue to benefit from at least 100 car parking spaces.

1.1.7 As part of the development proposals, servicing of the existing shopping centre would continue to be accommodated within the lower basement level, as would servicing for the proposed new hotel. The existing servicing arrangements will be managed during the construction phase to ensure that this can continue to take place within the site.

1.2 Proposed Hotel Operation

- 1.2.1 At present, the proposed hotel will aim to be operated by Whitbread as part of the 'hub by Premier Inn' hotel brand and therefore the measures within this Delivery & Servicing Management Plan reflect those adopted by Whitbread across their estate.
- 1.2.2 Although consideration has been given to certain tailored measures as the current proposed operator is Whitbread, similar measures would be considered by other operators should they come forward in the future.
- 1.2.3 'hub by Premier Inn' offers good quality, competitively priced, convenient overnight accommodation for guests in the UK's main tourist / high demand cities. The hotels are located in central areas and consist of smaller, stylish / compact bedrooms. The city centre locations benefit from excellent connectivity and facilitate access by a variety of sustainable travel modes. This new generation of 'hub' hotels will appeal to guests who value price, location and design.
- 1.2.4 'hub by Premier Inn' hotels offer a deli-style food and beverage service integrated into the hotel. Whilst many guests are expected to make use of nearby city centre food outlets and restaurants, an attractive and well-priced service will be offered on-site to cater for the basic needs of guests staying at the hotel.
- 1.2.5 'hub by Premier Inn' sites are typically served by 14 delivery / servicing vehicles per week:
- (i) 7x linen;
 - (ii) 3x food;
 - (iii) 1x beverage; and
 - (iv) 3x refuse / recycling.
- 1.2.6 The above schedule equates to approximately two vehicle movements per day, carried out during the daytime.
- 1.2.7 It is Whitbread policy for vehicles to visit a number of hotels as part of a coordinated strategy, to reduce the impact of Whitbread operations on the highway network. The number of movements is constantly reviewed with the frequency and size of each delivery monitored to ensure that the minimum number of deliveries occur at each site.
- 1.2.8 As background, RGP has considerable experience of Premier Inn / 'hub by Premier Inn' sites and has been involved in many new builds and extensions to existing sites within the Whitbread estate nationwide. This includes a number of recent hotel consents within the London Borough of Camden. As a result, RGP has a wealth of delivery and servicing information from the operator, which is detailed herein.

2 WHAT IS A DELIVERY AND SERVICING MANAGEMENT PLAN?

2.1.1 As defined in the Mayor's Transport Strategy, a Delivery and Servicing Management Plan is: 'A travel plan that aims to improve the sustainability of freight and servicing. Produced jointly by suppliers, clients and the freight industry, the DSP seeks to reduce the number of deliveries required, while ensuring remaining deliveries are made as safely as possible and in an environmentally friendly way.'

2.1.2 A Delivery and Servicing Management Plan will:

- Ensure 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 the local highway network 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; and
- Reduce the impact of freight activity on local residents.

2.1.3 Delivery and Servicing Management Plans are bespoke to the organisation and site they are written for. Plans are therefore capable of providing benefits not just to the organisation, but the local community and freight operators serving the development, as a result of an understanding of the site context and local highway network.

2.1.4 Whitbread has significant experience of operating hotels throughout the United Kingdom and has a dedicated logistics team to service over 800 hotels. Full details regarding the frequency, timings and size of vehicles are provided within this Plan, including appropriate management measures to minimise the impact of delivery and servicing on the local highway network.

2.2 Whitbread and Delivery and Servicing Management Plans

2.2.1 Delivery and servicing requirements for all Premier Inn hotels throughout the UK are managed and coordinated by Whitbread's dedicated logistics supplier: XPO Logistics, whilst Veolia are Whitbread's waste partner for all waste streams and manage waste collection for all Premier Inn sites throughout the UK.

2.2.2 Since Premier Inn have over 800 hotels nationwide, this requires extensive management to ensure that delivery vehicle movements are kept to a minimum. This in turn reduces excessive distance travelled and associated CO2 particulates and NOX emissions. As a result of this extensive supply network, deliveries can be consolidated, and delivery visits would therefore form part of an existing delivery route to multiple Premier Inn hotels within the Greater London area.

2.2.3 Where appropriate, this Plan reproduces information contained in Whitbread's Waste and Recycling Plan and their Good Together Environmental Objective of sending zero waste to landfill.

2.2.4 In summary, the following process will be followed for each delivery:

- (i) The delivery supplier will inform the hotel General Manager of the proposed delivery timings and confirm that these are acceptable;
- (ii) The General Manager will advise the identified member of staff of the agreed delivery timing;
- (iii) The General Manager will input the delivery timing to the delivery schedule, which will be kept at the site;
- (iv) The identified member of staff will be available to meet the delivery vehicle at the allocated time;
- (v) When the delivery vehicle arrives, the allocated member of staff will greet the delivery driver and confirm they are familiar with the required process;
- (vi) Delivery cages will be unloaded one at a time and transferred immediately into the goods entrance before the next cage is unloaded from the vehicle; and
- (vii) Once the delivery is completed, the vehicle will depart the site and continue onto their next scheduled stop.

2.2.5 With respect to waste collection, the above procedure will also apply, with bins being taken out individually and returned to the building immediately after being emptied.

3 BASELINE CONDITIONS

3.1 Site Location and Local Highway Network

3.1.1 The Brunswick Shopping Centre is situated in the London Borough of Camden. The site is bound by Handel Street to its north, Hunter Street to its east which becomes Brunswick Square, Bernard Street to its south and Marchmont Street to the west. The site location is illustrated in the figure below.

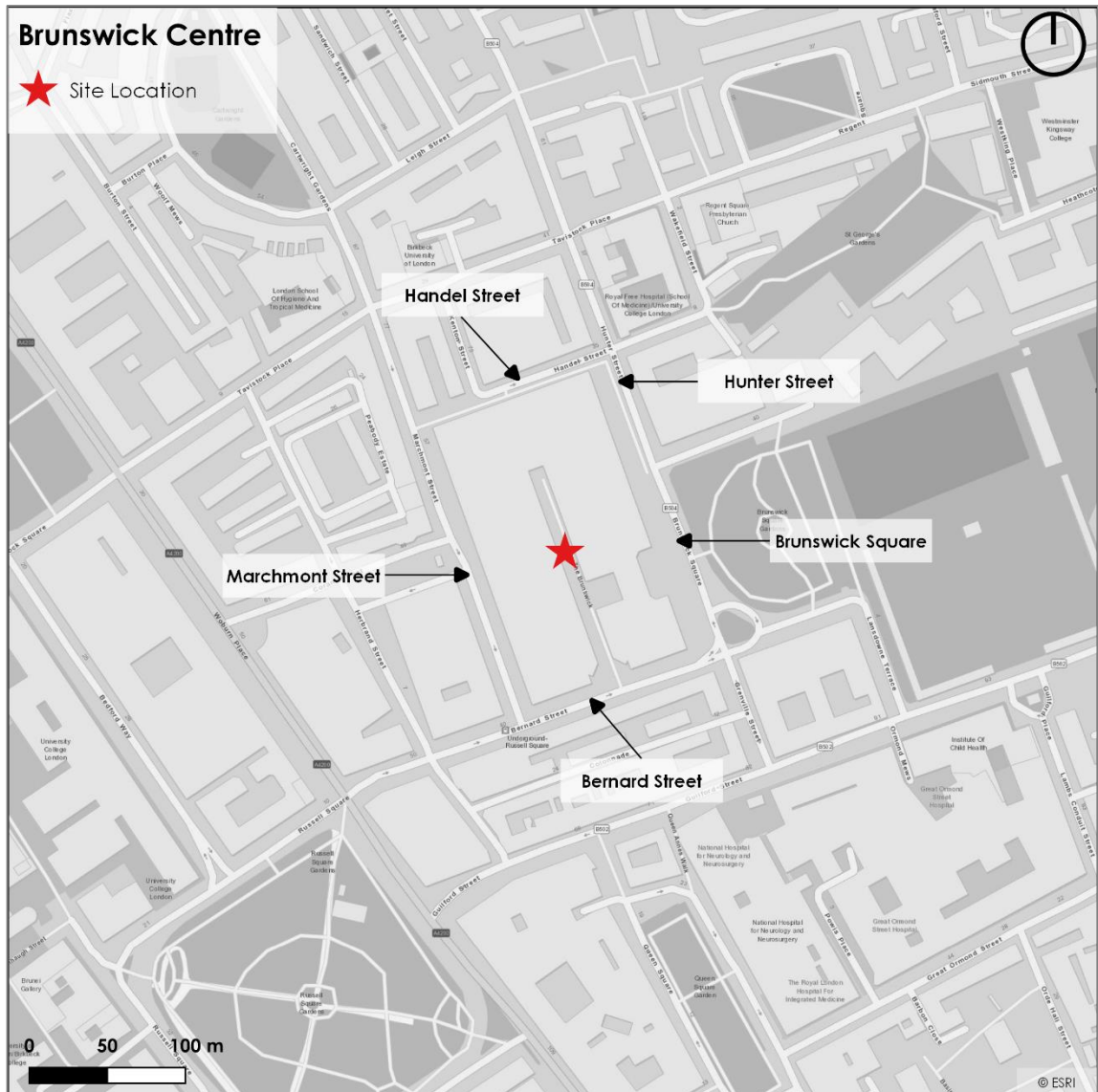


Figure 1 – Site Location

3.1.2 The sites Central London location results in it achieving a Public Transport Accessibility Level (PTAL) of '6b', the highest public transport accessibility and as such achieves an 'excellent' level of public transport accessibility. A PTAL map is reproduced from the Transport for London (TfL) WebCAT below.

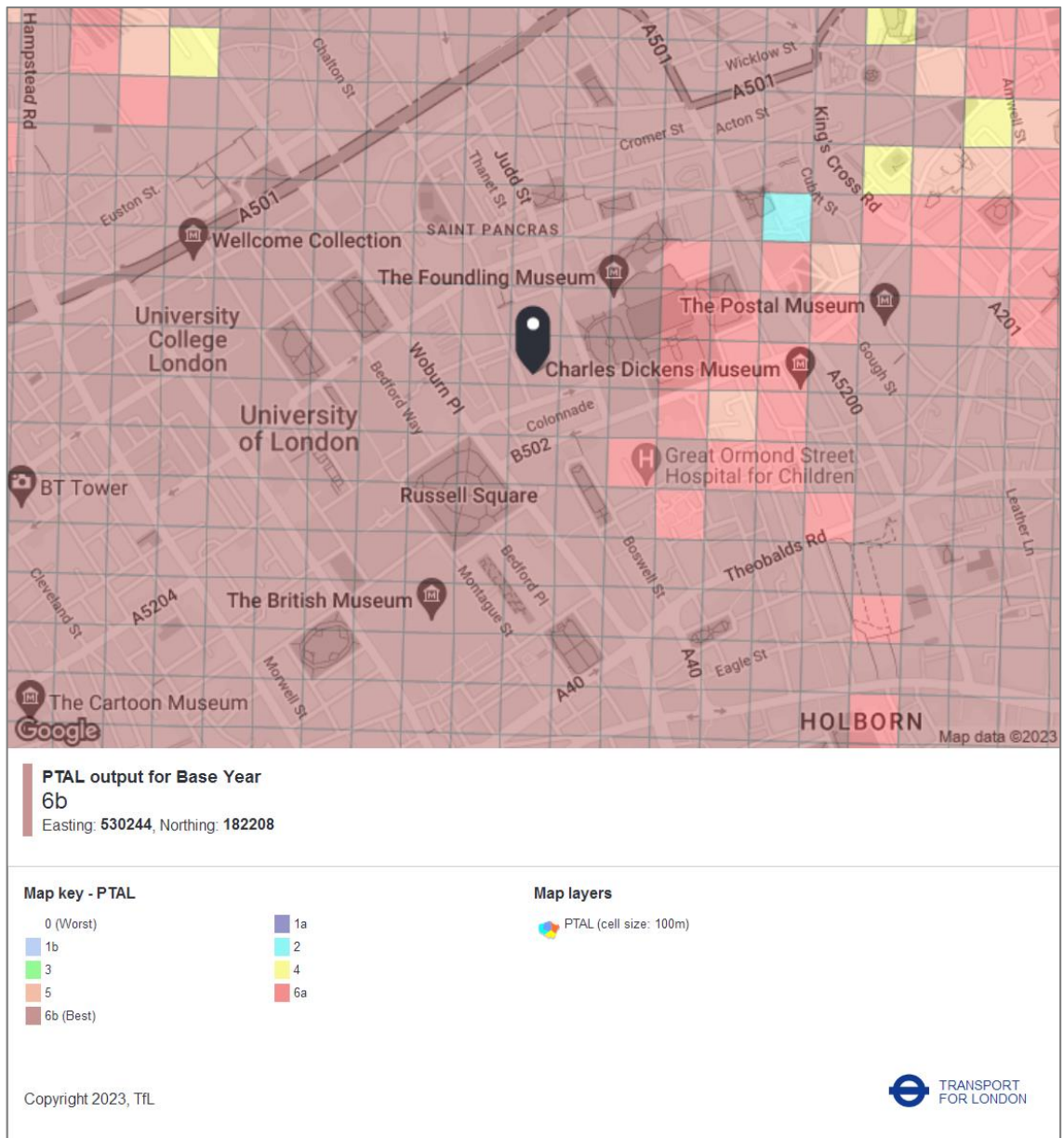


Figure 2 – PTAL Map

3.1.3 The site achieves its 'excellent' PTAL rating as a result of the comprehensive public transport network accessible within the vicinity of the site to include bus, London Underground and National Rail services.

4 DELIVERY AND SERVICING ARRANGEMENTS

4.1 Delivery and Servicing Arrangements

- 4.1.1 All delivery and servicing activity for the hotel would be accommodated on-site within the basement level service yard, which serves the wider Brunswick Centre. Access is taken from a ramp on Marchmont Street (at the shopping centre's western frontage) and egress via a separate ramp on Hunter Street (at the shopping centre's eastern frontage).
- 4.1.2 Drawing **2020/5262/001**, attached hereto, presents the swept path assessment for the proposed 8.3m rigid delivery vehicle undertaking this route.
- 4.1.3 Whitbread utilise a number of vehicle types in order to service their developments, subject to the constraints of an individual site, as summarised in the extract from Whitbread's delivery and service vehicle summary, in the figure below.

Whitbread Vehicle Details			
Vehicle Type	Length	Width	Height
Large Articulated	16.5m	2.65m	4.2m
Small Articulated	14.6m	2.65m	4.2m
Rigid Lorry, 26t and Bin Lorry	12.0m	2.65m	3.9m
Rigid 18t	10.1m	2.65m	3.9m
Rigid 14t	8.3m	2.65m	3.6m

Figure 3 – Whitbread Vehicle Fleet Details

- 4.1.4 A 'test run' was undertaken on 20th February 2020 in order to establish the appropriate vehicle size for servicing of the proposed hotel at the Brunswick Centre. The 18t rigid (10.1m in length) was used on the test run, as illustrated in the figure below.



Figure 4 – Whitbread Vehicle Test Run Photographs

4.1.5 As illustrated above, while the vehicle was able to navigate through the service yard, there were noted to be pinch points. It was identified that the effective length restriction is 9.5m and, therefore, the smallest 14t vehicle (8.3m length) is proposed to be used to service this site.

4.1.6 Delivery and servicing activity for the wider shopping centre will be unaffected by the proposals and would continue to be accommodated within the on-site servicing areas.

4.2 Delivery and Servicing Requirements

4.2.1 The proposed hotel would be served by 14 delivery / servicing vehicles per week, as summarised in the figure below. No deliveries would take place on Sundays or Bank Holidays.

Proposed Deliveries per Week				
Type	No. Visits	Duration	Timings	Activity
Linen	7	30-minutes	06:30 – 18:00	1.5m ³ cages on wheels
Food	3	40-minutes	06:30 – 18:00	trolley with 1m x 1.2m pallet
Beverage	1	45-minutes	06:30 – 18:00	trolley with 1m x 1.2m pallet
Refuse / Recycling	3	20-minutes	06:30 – 18:00	Bins emptied

Figure 5 – Whitbread Delivery and Servicing Schedule Summary

- 4.2.2 The above schedule equates to approximately two vehicle movements per day, taking up to 40-minutes, but with an average time in the order of 30-minutes.
- 4.2.3 It is Whitbread policy for vehicles to visit a number of hotels as part of a coordinated strategy, to reduce the impact of Whitbread operations on the highway network. The number of movements is constantly reviewed with the frequency and size of each delivery monitored to ensure that the minimum number of deliveries occur at each site.
- 4.2.4 Each vehicle visit would therefore not necessarily represent a new vehicle trip on the highway network, with these vehicles arriving from and / or continuing to another Whitbread hotel locally.
- 4.2.5 The above servicing frequencies and arrangements would not be significant and could be accommodated within the site without causing detrimental impact locally.

5 DELIVERY AND SERVICING MANAGEMENT MEASURES

5.1 Vehicle Fleet and Environmental Management

- 5.1.1 A range of measures are adopted to ensure efficient and safe management of delivery and servicing vehicles to the site in order to minimise the impact of vehicle movements.
- 5.1.2 As discussed above, the delivery and servicing requirements associated with the site are not anticipated to be intensive and would be undertaken, as far as possible, outside peak hours on the local highway network when traffic flows are generally reduced.
- 5.1.3 Whitbread are committed to ensuring that their principal suppliers are signed up to Transport for London's Fleet Operator Recognition Scheme (FORS). FORS is a voluntary industry-led membership scheme which aims to raise the standard and to provide a quality and performance benchmark for the fleet and freight industry by improving operators performance with regards to safety, fuel efficiency, economical operation and vehicle emissions. For example, GXO (food supplier) and Veolia (waste management) are both bronze accredited, as confirmed via the FORS website.
- 5.1.4 Vehicles to Whitbread sites typically continue to other Whitbread operated sites locally, delivering to and servicing a number of locations as part of a planned route. Routes are carefully planned, making most efficient use of each vehicle and minimising the number of journeys, distances required to travel and associated emissions. In addition, a delivery and servicing schedule will be prepared in order to ensure vehicles do not overlap and hence ensure only one vehicle is present on-site at any given time.

Supplementary Information

- 5.1.5 Information on how Whitbread are driving down emissions through investment in vehicles, drivers and infrastructure as well as innovation is provided in the article attached hereto at **Appendix A**. In line with Whitbread's carbon targets, a key objective is driving down supply chain emissions.
- 5.1.6 GXO has worked to reduce carbon emissions from their fleet through a combination of vehicle efficiency projects and consolidation in the delivery network. As a result, GXO has achieved a reduction of 17% in emissions per tonne of food delivered over a 4-year period, equivalent to saving 2,571 tonnes of CO². Through the optimising of routing, vehicle sizes and use of double-deck trailers, kilometres travelled per tonne have reduced by 16%.
- 5.1.7 GXO currently have 3 Innovate UK grant schemes, covering alternative fleet technology, namely electric and gas-powered vehicles, which demonstrates their commitment to a reduced emissions fleet. GXO are investigating using / converting to (extended-range) electric vehicles to carry out operations for Whitbread in city areas such as London, Bristol and Manchester. Solely electric vehicles would be capable of around 120 miles on a single charge and once within urban areas extended-range vehicles would run in pure-electric mode to comply with low emission legislation and congestion charges.
- 5.1.8 All refuse collections would be undertaken privately by the environmental services and utilises company Veolia, who typically provide refuse and recycling services for Whitbread developments.

- 5.1.9 Veolia have recently achieved Carbon Trust Standard which recognises their continued commitment to environmental sustainability through a range of initiatives; innovation and technology; skills and training; leadership and behavioural responsibility, to manage and reduce their carbon footprint.
- 5.1.10 In terms of Veolia vehicle fleet, this has meant the introduction of low carbon, low emission refuse collection vehicles and its drivers trained in responsible driving practices and route optimisation to reduce fuel consumption. In addition, Veolia established a Greenhouse Gas Tracker that helps customers to calculate their carbon footprint on the services that it provides to help them to reduce their carbon emissions.

5.2 Waste Management

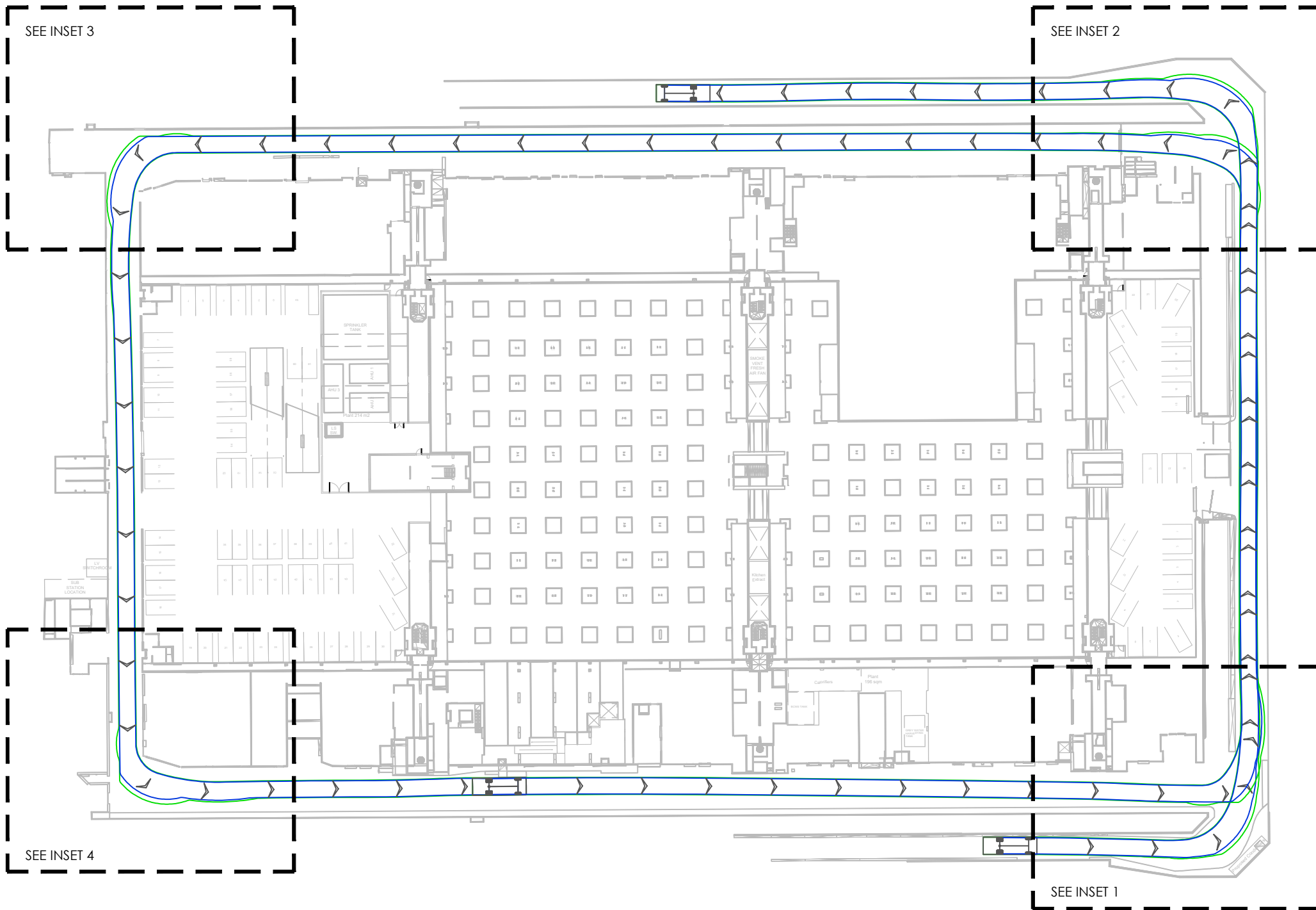
- 5.2.1 Veolia already collect in and around the local area so the collection for this site would not create any additional need for large vehicle to be operating in the area.
- 5.2.2 The bin store has been designed to be lockable and has drainage points to keep the area clean and secure. In addition, Whitbread offers a bin cleaning service that sites can book centrally if the bins require it.
- 5.2.3 Whitbread expect their waste to be collected in line with their Good Together Environmental objective of Zero Waste to Landfill and thus waste is segregated at the point of collection into four waste streams (general waste, mixed recycling, food waste and glass). Dedicated bins will be provided in the bin store for general waste, mixed recycling, food waste and glass.
- 5.2.4 In addition, to keep Scope 3 emissions as low as possible, Whitbread will always try to provide more containers and collect less often where space permits.
- 5.2.5 Furthermore, Whitbread's Waste and Recycling Plan provides additional details regarding the recycling / waste streams and the management of waste from Whitbread hotels.
- 5.2.6 Excerpts from the posters displayed at Whitbread sites to educate staff and ensure that all Whitbread team members understand the recycling process at the site are attached hereto at **Appendix B**. Whitbread provide a bespoke colour-coded container solution both internally and externally to the hotel. This has demonstrated an effective method of reducing contamination, thus eliminating the need to send a further service vehicle to collect any waste that may have inadvertently been contaminated.
- 5.2.7 Regular communication with the site is provided to help with the education process, Whitbread also have an online education tool called 'Say No to Landfill' which is mandatory for all employees to complete.

6 SUMMARY AND CONCLUSIONS

- 6.1.1 This Delivery and Servicing Management Plan sets out a number of clearly defined procedures relating to the delivery and servicing requirements of the proposed hotel at The Brunswick Centre.
- 6.1.2 At present, the proposed operator is Whitbread under the 'hub by Premier Inn' brand, however the assessment has also been undertaken considering the operation of the proposed use by other operators.
- 6.1.3 The Plan demonstrates the following:
- Vehicles up to 8.3m in length would be utilised to deliver and service the 'hub by Premier Inn' hotel;
 - All delivery and servicing would be accommodated on-site within the basement level service yard;
 - Safe and secure refuse stores will be provided within the site and within an acceptable distance from the lay-by for the efficient and convenient transfer of goods;
 - Deliveries and servicing will be coordinated as far as is reasonable to ensure that only one vehicle is present at the site at a given time;
 - Continued communication will take place between the operative manager and Whitbread central management to provide further coordination and to inform of any anticipated changes to delivery schedules; and
 - Appropriate measures will be introduced to ensure that employees of the hotel are fully aware of the refuse / recycling processes via the staff information board and training.
- 6.1.4 This Plan has highlighted its benefits not just to Whitbread, but the local community and freight operators serving the development.

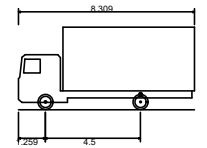


DRAWINGS



NOTES

This drawing has been prepared for the purpose of planning discussions and does not constitute a detailed design drawing, or construction drawing. A Design Hazard Inventory has been prepared by RGP setting out the hazards which have been designed out. This is available upon request.



Whitbread Rigid 14t
 Overall Length 8.309m
 Overall Width 2.650m
 Overall Body Height 3.900m
 Min Body Ground Clearance 0.351m
 Track Width 2.064m
 Lock to lock time 4.00s
 Kerb to Kerb Turning Radius 7.400m

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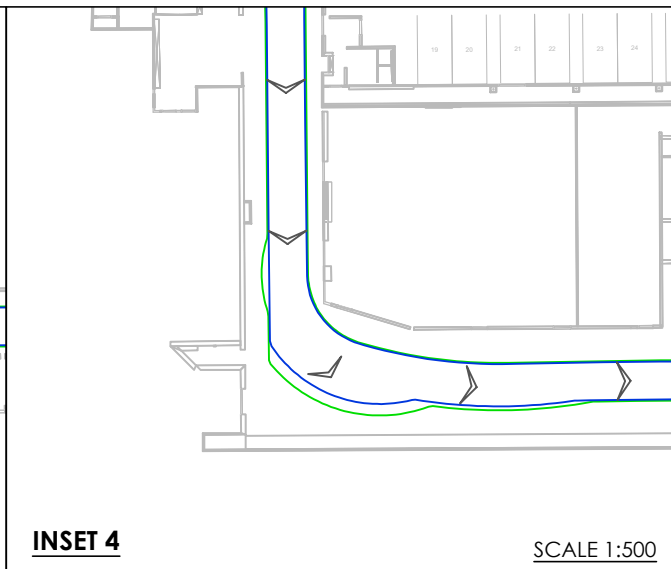
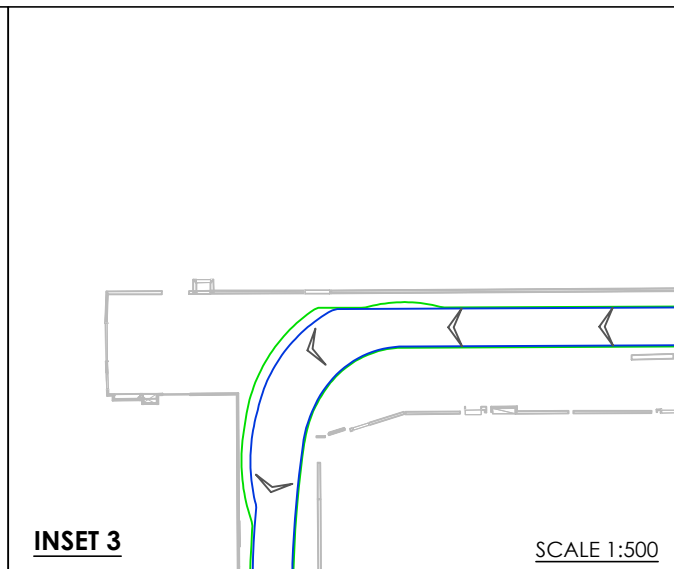
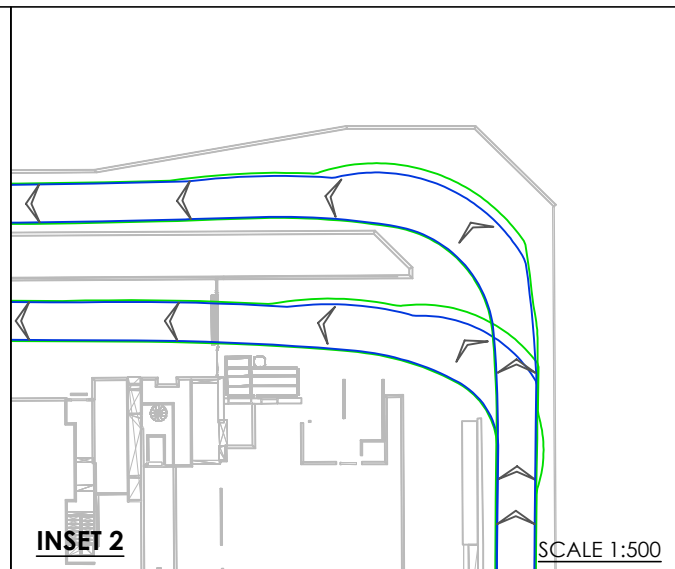
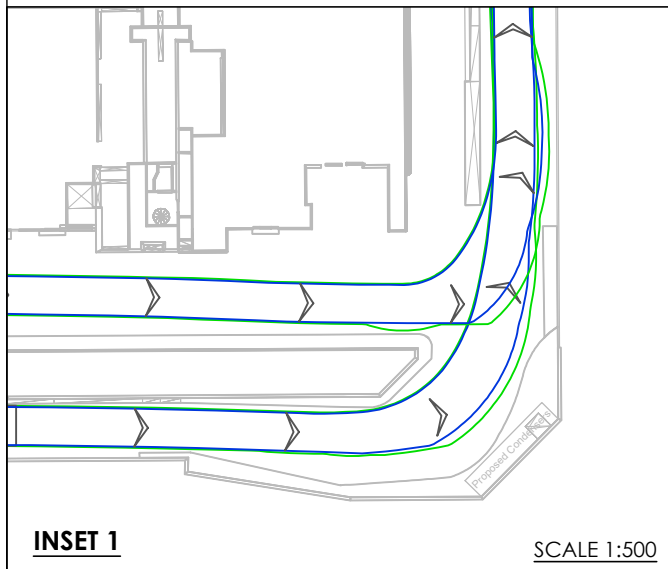
RESIDUAL HAZARDS

In addition to the hazards/risks normally associated with the type of work detailed on this drawing, please note the following residual hazards:

It is assumed that all works will be carried out by a competent contractor working, where appropriate, to an approved risk assessment and method statement.

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Client	Whitbread Group plc		
Project	Brunswick Centre		
Drawing Title	Swept Path Analysis		
Drawing No.	2020/5262/001	Rev.	P2
Scale	As shown	Drawn By	DLH
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			A3



APPENDIX A

HOW WE'RE DRIVING DOWN EMISSIONS

INVESTING IN VEHICLES

In the past three years, we have been investing in double decked trailers, meaning that we can carry more stock in any one journey, which has reduced our annual life for like trucking mileage by 19%.

We now have 16 dual fuel vehicles which represents 80% of our Kuehne + Nagel fleet. These vehicles use a blend of liquefied natural gas (LNG) and bio methane 60/63% of the time and traditional diesel only 37/40% of the time. We expect to save around 16-20% of the CO₂ emissions per vehicle, achieving 80% greater air quality against a 100% diesel run engine.

We're also working on the aerodynamics of vehicles and have fitted roof mounted auto-ignition adjustable wind deflectors onto the cabs. This reduces the drag and increases efficiency by 3% against a fixed height deflector. Additionally, we work with our commercial vehicle bodybuilding partner Solomon on the body designs, with their latest "Slipstream" body, delivering more than 5% fuel savings

We have fitted front and rear vehicle cameras, which include a G-force sensor for impact (these have already paid for themselves in disputed insurance claims), are currently trialling 'cycle aware' internal and external alarms when a cyclist comes up the inside of the truck and "Jimmybeam" down lighting along the length of the vehicle to increase driver visibility at night when checking the wing mirrors.

We are rolling out a new 'silent night' delivery capability with hush kits on the tail lifts, quite fridge motors and directional audible reversing alerts, which will all contribute to a significant reduction in noise emissions.

INVESTING IN DRIVERS

Every time a driver goes out on a round, our telematics system records the environmental performance of the drive. This monitors and scores the driver in terms of harsh braking, excessive acceleration and idling, use of cruise control and vehicle over-revving. At the end of their shift, drivers then have a debrief to reveal their scores and this type of constant feedback ensures they operate as efficiently as possible and is demonstrably changing driving styles.

INVESTING IN INFRASTRUCTURE

Together with Keuhne + Nagel, we have converted a distribution centre at Trafford Park, Manchester into a 165,000 sq. ft. multi-temperature multi-user warehousing two years ahead of schedule. This centre focuses on the foodservice sector, which we will use to service the north of the UK, while existing operations at Wellingborough will service the south. As a result, we are reducing transport costs and

environmental impact with the removal of the majority of bulk trunk vehicle movements between the north and south, and re-planning of the radial route network.

Costa Express work with Howard Tenens to roll out and maintain their 4000+ machines across the UK. With 85% of the Howard Tenens heavy goods fleet running on dual fuel, it is helping deliver significant carbon savings. They have also invested in three national grid connected refuelling stations (at Boston, Swindon and South Ockendon) as well as a stand-alone bio methane tank at Andover. The bio-methane is produced by a miniature anaerobic digestion plant, which uses organic waste from Howard Tenen's customers, including Costa. This gas is then captured, cleansed and used to run the vehicles.

INNOVATING

At Whitbread, we're continually looking at ways to innovate. In 2014, we launched our first electric vehicle at Quiet Cities, the first global summit dedicated to quieter deliveries in urban environments. The truck is based at our Greenford depot and services Central and North London. It operates seven days a week on double shifts and supplies both Costa and Premier Inn sites in the Capital. Paneltex, the manufacturers of these trucks, have calculated that it will save up to £12,700 and 21 tonnes of CO₂ a year.

It has been very well received by drivers and we are looking to increase the number in our fleet as we identify further potential electric vehicle routes.

Other innovations include the potential of Cryogenic transport refrigeration systems using liquid CO₂, which would initially be used in the trailers, with a view to rolling out across the fleet.





APPENDIX B

Which materials can you recycle?

To make life easier, we have a single bin for the following recyclates. We call these materials **Dry Mixed Recycling**.



Cardboard

All brown or corrugated card, any coloured cards, boxes or card packaging, such as the grey type you would find supporting electrical goods in transit.

NOT including coffee cups or food packaging such as a sandwich packet.



Empty plastic bottles

Clear plastic bottles and coloured plastic bottles.



Clean and empty tins/cans

All drinks cans, biscuit tins and food cans.



Paper

Newspaper and office paper.

NOT including tissues, hand towels or napkins.

**Dry
Mixed
Recycling**

Clear and coloured glass bottles and jars



Mixed Glass

All other waste items
No Hazardous or WEEE Waste



**General
Waste**



Resourcing the world

Plate Scrapings • Sandwiches • Vegetables • Fruit • Tea Bags

No Food Packaging



Food
Waste

WHITBREAD



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