

PREMIER INN, 1 DUKES ROAD, LONDON, WC1H 9PJ

Proposed 66 Bedroom Extension

Delivery and Servicing Management Plan

Prepared on behalf of Whitbread Group Plc

WHIT/15/3001/DSMP

October 2019

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1 INTRODUCTION

- 1.1.1 RGP is commissioned by Whitbread Group Plc. to provide transport planning and highway advice in respect to a proposed 66 bedroom hotel extension to the Premier Inn at 1 Dukes Road, WC1H 9PJ, within the London Borough of Camden (LBC).
- 1.1.2 The existing site comprises a 265 bedroom Premier Inn hotel with an internal restaurant, operated by Whitbread. Chargeable car parking is available on-site with a total of 16 spaces provided for the use of guests, 4 of which are reserved as disabled parking bays.
- 1.1.3 The proposals involve a 66 bedroom extension comprising a roof and rear extension over the car park, resulting in a total of 331 bedrooms post-development. The level of car parking on-site would be reduced by 11 spaces, to provide a total of 5 following the extension proposals. Each of the site's 4 disabled parking bays would be retained post-development, whilst a single standard car parking space would also be retained following the extension.
- 1.1.4 Additionally, as part of the proposals, the existing ground floor restaurant would be refurbished and re-branded as a 'Bar & Block' restaurant. The ground floor restaurant would continue to be operated by Whitbread, providing approximately 215 covers and a floor area of 466 sqm which would be aimed at external trade. The plan attached at **Appendix A** illustrates the proposed site layout.
- 1.1.5 The shared restaurant / hotel entrance would be located at the site's Euston Road boundary, which currently suffers from a lack of active frontage with a poor design. The proposed restaurant is designed as such to activate a high quality and attractive frontage, contributing to an improved pedestrian environment in the vicinity of the site.
- 1.1.6 The site is located approximately 275m to the east of London Euston rail station and is also served by an extensive range of bus routes. Furthermore, St Pancras International and King's Cross rail stations are located approximately 350m and 500m to the northeast, respectively. The site therefore benefits from an excellent level of accessibility via the public transport, including national and international rail services.
- 1.1.7 To support the preparation of this Delivery and Servicing Management Plan (DSMP), RGP has reviewed relevant planning guidance issued by LBC, including the Camden Local Plan (2017) and Camden Design Guidance (CPG Transport, 2019) documents in order to address the Borough's objectives to ensure a safe and sustainable servicing strategy is adopted by the site's occupants. Additionally, relevant transport policy defined in the London Plan has been assessed in order for this report to meet the objectives of the mayor's transport strategy.





- 1.1 As background to this DSMP, RGP has engaged with the Somerton House Resident's Association in order to discuss and address their concerns regarding the operation and management of the rear service yard. As part of discussions held, clarification has been sought in relation to the delivery and servicing strategy and use of the shared access to the lower level parking area, over which Somerton House residents benefit from a right of access. This report, in combination with the accompanying Delivery and Servicing Management Plan have been prepared with consideration of these comments which are addressed accordingly.
- 1.1.8 RGP has considerable experience of Whitbread hotels and have been involved in many new builds and extensions to existing sites within the Whitbread estate nationwide. As a result, RGP holds a wealth of survey data in relation to trip generation and vehicular activity associated with existing sites throughout the UK and within comparable central London locations. Furthermore, RGP has been involved in a wide range of hotel developments, including Whitbread operated hotels, specifically within LBC and therefore has particularly good knowledge of the site's operation in context of its Central London location.

1.2 What is a DSMP?

- 1.2.1 A DSMP is a framework identifying the requirements to manage the transport impacts associated with the delivery of goods and the servicing of equipment generated by an organisation.
- 1.2.2 A DSMP needs to be bespoke to both the organisation and the site it is developed for. It should aim to improve the efficiency of activities such as deliveries, collection, servicing trips and catering, as appropriate to the organisation's activities.
- 1.2.3 A DSMP can provide improvements to procurement practices, supplier management, environmental management procedures, facilities management and safe and legal loading arrangements.
- 1.2.4 Once in place, a DSMP will:
 - (i) Ensure that goods and services can be delivered, and waste removed, in a safe, efficient and environmentally-friendly way;
 - (ii) Identify deliveries that could be reduced, re-timed or even consolidated, particularly during busy periods;
 - (iii) Help cut congestion on town centre roads and ease pressure on the environment;
 - (iv) Improve the reliability of deliveries to the site concerned;





- (v) Reduce the operating costs of building occupants and freight companies; and
- (vi) Reduce the impact of freight activity on local residents.
- 1.2.5 A DSMP is therefore capable of providing benefits not just to the site occupier, but also to the local community and freight operator.
- 1.2.6 Whitbread, the operator of the Premier Inn Hotel, has significant experience of operating hotels throughout the UK and has a dedicated logistics team to service over 750 hotels. Full details regarding the frequency, timings and size of vehicles are provided within this document, including appropriate management measures to minimise the impact of deliveries on the local highway network.





2 SITE LOCATION AND DESCRIPTION

- 2.1.1 The site is bounded by the A501 Euston Road to the northwest, Duke's Road to the southwest and commercial uses to the northeast and southeast. There is a wide range of retail, business and leisure attractions located in close proximity to the site, as well as some predominantly residential areas.
- 2.1.2 The on-site car park also provides 4 car parking spaces and garages for residents of Somerton House. Vehicle access to the car park is afforded via a ramp from Duke's Road at the site's southern corner which is barrier controlled to prevent unauthorised parking activity (i.e. non hotel guests, staff, delivery vehicles or Somerton House Residents). The barrier control system is not currently operational and a manual gated access is instead being utilised. **Photographs 3.1 & 3.2**, below, show the current access arrangements.





Photograph 3.1. Site Access from Duke's Road





- 2.1.3 These arrangements associated with the existing site would not be subject to alteration following the extension proposals. Delivery / servicing vehicles, as well as staff and guests, would continue to access the basement level of the site via Duke's Road.
- 2.1.4 Duke's Road is accessible from Euston Road only, as vehicle movements from Burton Street to the southwest are not permitted. Access onto Duke's Road is provided via a signalised box junction with the A501 Euston Road at the western corner of the site. Duke's Road is subject to a 20mph speed limit and vehicles are restricted to a maximum weight of up to 5 tonnes between the hours of 18:30 - 08:00. Double yellow line carriageway restrictions are implemented along Duke's Road adjacent to the site.
- 2.1.5 The A501 Euston Road forms a dual carriageway adjacent to the site's north-western boundary and provides a route towards the A1 at Angel (Islington) and the A10 at Old Street to the east before continuing onward into the City of London to the southeast. Additionally, The A501 provides a route towards the A40 and the A5 in Marylebone to the west.
- 2.1.6 Euston Road forms part of the Transport for London Road Network (TLRN) and is subject to double red line carriageway restrictions adjacent to the site, stipulating no stopping at any time.

2.2 Delivery Vehicle Routing

- 2.2.1 All delivery vehicles currently access the site via Euston Road, typically as part of a journey via strategic highway network. The A501 (Euston Road) can be reached from the A40, A41, A1, A5 and A10 and the site is therefore considered to be highly accessible for delivery vehicles making trips to the hotel.
- 2.2.2 Right-turn movements onto Dukes Road are not permitted from Euston Road and as such, it is anticipated that deliveries are scheduled to arrive at the site as part of a west-bound trip along Euston Road from the A1 or A10, for example.
- 2.2.3 On occasions where it is necessary for delivery vehicles trips completed from the west of the site (i.e. in an eastbound direction from Euston Road), vehicles are required to make a circular route via Judd Street and Bidborough Street prior to re-joining Euston Road.
- 2.2.4 The following extract illustrates the primary, or preferred, delivery vehicles route to the site, as well as the secondary route via Judd Street as outlined above.





Figure 2.1. Delivery Vehicle Routing Plan

2.2.5 Following the completion of deliveries to the site, vehicles would egress safely back onto Euston Road via Dukes Road. Vehicles are permitted to make both left and right turns onto Euston Road and delivery vehicles would typically continue onto another Whitbread site locally to complete further deliveries / collections as part of a scheduled route in the locality.





3 SERVICING ARRANGEMENTS

3.1 Delivery / Service Yard

- 3.1.1 Delivery vehicle access to the site is provided from Duke's Road via Euston Road. Vehicles are not permitted to arrive on Duke's Road from the south via Burton Street / Flaxman Terrace since it is one-way only in a southbound direction beyond the site access.
- 3.1.2 Duke's Road is also subject to a weight restriction which prohibits access by delivery vehicles greater than 18t between the hours of 21:00 00:00 (Monday to Friday), 00:00 07:00 (Saturdays) and any time on Sundays. There are double yellow lines marked on the carriageway adjacent to the site with a sign to indicate that loading is not permitted at any time.
- 3.1.3 All delivery and servicing activity generated by the site is accommodated within the service yard at basement level (**Photograph 6.1**), accessible via the ramp from Duke's Road. There is clear signage at the access ramp instructing vehicles not to reverse down the ramp or to obstruct the route by stopping or parking. This signage would be retained post-development.



Photograph 6.1. On-Site Delivery and Servicing Yard

3.1.4 The site's access from Duke's Road would not be altered post-development and delivery and servicing activity would continue to be accommodated on-site. To facilitate the proposed hotel extension, the size of the service yard would be slightly reduced in order to relocate a disabled parking bay.





3.1.5 The hatched area within the service yard is reserved for the use of delivery vehicles only and is not obstructed by the existing parking facilities on-site. The proposed extension is designed as such to retain sufficient space for delivery vehicles to access and manoeuvre on-site without encroaching the parking bays. A hatched area indicating vehicles to 'keep clear' would be provided on-site at the access route to the parking bays in order to limit the impact of deliveries on the operation of the site.

3.2 Servicing Procedures

- 3.2.1 RGP has undertaken a swept path assessment, Attached at **Drawing 2016/3001/010**, which demonstrates an 18t rigid Whitbread delivery vehicle accessing the service yard. Vehicles would stop adjacent to the linen store without impeding the through-route to the parking bays in the eastern section of the site.
- 3.2.2 A reserved loading area would be allocated within the service yard with hatched markings and clear signage to indicate 'loading only'. This facility would afford a minimum 2m clearance from the building footprint to prevent obstruction to doors / access within this section of the site and to enable clear access to the cycle parking stands, as shown on **Drawing 2016/3001/013**.
- 3.2.3 Following the completion of deliveries, associated vehicles would proceed to turn onsite within the service yard prior to egressing the site safely and conveniently in a forward gear back onto Duke's Road.
- 3.2.4 The existing site accommodates 18t rigid Whitbread delivery vehicles (measuring 10.1m x 2.65m), which is the largest vehicle required to service the site. The proposed arrangements therefore represent a continuation of the site's existing operation. The following extract demonstrates these vehicle dimensions.



Whitbread 18t Rigid Overall Length Overall Width Overall Body Height Vin Body Ground Clearance Track Width Lock to lock time Kerb to Kerb Turning Radius	10.100m 2.650m 4.000m 0.427m 2.500m 4.00s 9.972m
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Figure 3.1. Delivery Vehicle Specifications





3.2.5 It should be noted that the access and service yard arrangements accommodate fire tender access, whereby typical vehicles measuring 7.9m x 2.5m would be comfortably catered for on-site. To confirm that suitable access and sufficient space is afforded to fire tenders on-site, the swept path assessment provided on **Drawing 2016/3001/012**, attached, demonstrates the required manoeuvring of such vehicles within the service yard.

3.3 Access to Parking Bays

- 3.3.1 It is important to note that residential access to the reserved parking bays allocated to Somerton House would continue to be prioritised and unfettered by the proposed delivery and servicing arrangements. Resident's Right of Access would be preserved and as demonstrated on by the attached swept path assessments, access through the service yard towards the residential parking bays would not be impeded by Whitbread delivery vehicles on-site. Additionally, a hatched area stating 'keep clear' would continue to be clearly marked within the service yard on approach to the residential parking bays.
- 3.3.2 On each of the attached swept path assessments, it should be noted that the blue lines indicate the wheel path / track of the vehicle, whilst the green lines indicate the tracking associated with the body of the vehicle. On this basis, it is evident that excess space would be afforded to cars passing the marked delivery area.





4 DELIVERY FREQUENCY AND DURATION

4.1.1 The proposed extension and restaurant refurbishment would not generate a materially different number of deliveries to the site.

EXISTING DELIVERY SCHEDULE (PER WEEK)						
TYPE	TYPE NO. VISITS DURATION TIMINGS					
Premier Inn Restaurant & Costa Core (Combined)	3	30 mins	08.00 – 17.00			
Costa Fresh Deliveries	7	40 mins	08.00 – 17.00			
Premier Inn Restaurant Drinks	1	45 mins	11.00 - 15.00			
Laundry	6	30 mins	08.00 - 17.00			
Waste & Recycling	8	20 mins	08.00 - 17.00			
Note: No deliveries on Sundays / Bank Holidays, with exception for a single delivery of fresh food supplies on Sundays						

Figure 6.1. Whitbread Delivery Details Summary

- 4.1.2 As shown above, a total of 25 deliveries are generated on a weekly basis by the existing site, inclusive of waste collections. The current arrangements would be sufficient to accommodate the deliveries needs associated with the proposed hotel extension, which would generate a negligible requirement for additional linen / food supplies, and as such, the frequencies outlined above would not materially change post-development.
- 4.1.3 As indicated within **Figure 4.2**, deliveries would occur for a typical duration of 30 minutes, whilst up to a maximum duration of 45 minutes would be required in relation to food / beverage deliveries to the restaurant.
- 4.1.4 The size of delivery vehicles to the site would not increase following the proposals and all delivery / servicing activity would continue to be safely and conveniently accommodated on-site within the dedicated service yard as demonstrated by the attached swept path drawing (**2016/3001/010**). Full details are provided within the attached DSMP.
- 4.1.5 In addition, due to the nature of the development, all Whitbread deliveries are coordinated regionally to enable one delivery vehicle to serve several Whitbread hotels. The number and level of deliveries are constantly reviewed with the frequency and size of each delivery continually monitored to ensure that the minimum number of deliveries occur for each site.





- 4.1.6 Delivery vehicle arrivals are carefully planned, with the arrival time fixed to within an hour taking allowance for traffic disruptions for example. Each delivery 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.
- 4.1.7 Whitbread operate over 700 hotels and restaurants nationwide, which requires significant logistical management. The logistical operation employed by Whitbread, over its entire estate, ensures that that the number of deliveries are managed to reduce mileage and number of trips to a minimum.





5 REFUSE STORAGE AND COLLECTION

- 5.1.1 As part of the extension proposals, the site's dedicated refuse store would be relocated from its current location to the opposite site of the vehicle access route to the on-site car parking area. The refuse store would continue to provide convenient access to refuse collection vehicles adjacent to the service yard.
- 5.1.2 Bins would be transported from the refuse store approximately 10m to the designated pick-up location within the service yard during scheduled collections.
- 5.1.3 The refuse store has been designed in accordance with the specifications defined within the CPG1 guidance document (2018), which contains design standards issued by LBC.
- 5.1.4 The bin store has been designed to be lockable and have drainage points to keep the areas clean and secure. Dedicated bins will be provided for general waste, mixed waste, food waste and glass. The refuse store would be level with the service yard to accommodate convenient collections without the use of ramps.
- 5.1.5 Refuse collections would be carried out using a 9.6m x 2.5m refuse vehicle which is currently used for collections associated with the existing hotel. These vehicles can safely and conveniently access the site and would continue to do so in line with the access arrangements detailed in Section 4 of this report. The swept path assessment attached at **Drawing 2016/3001/011** provides an illustration of the required manoeuvring for refuse vehicles to access the on-site bin store.
- 5.1.6 With respect to residential refuse collections generated by Somerton House, the Council currently provides 2x general waste collections per week (Mondays and Thursdays), 1x recycling collection (Mondays) and 1x food waste collection (Fridays). It is understood that these collections are typically carried out on-site between 09:00 and 10:00 hours, although food waste collections occasionally occur prior to this (although not before 07:00 hours). As such, Whitbread will seek to limit simultaneous delivery / refuse vehicle arrivals with residential refuse collections as far as reasonable.



6 MANAGEMENT MEASURES

6.1 Deliveries

- 6.1.1 Whitbread have applied a range of measures to ensure efficient and safe management of delivery and servicing vehicles to sites throughout the UK. To minimise the impact of deliveries, Whitbread are committed to ensuring that their principal suppliers are signed up to Transport for London's Fleet Operator Recognition Scheme (FORS), which is also relevant to sites outside of London.
- 6.1.2 FORS is a voluntary industry-led membership scheme which aims to raise the standard of the fleet and freight industry by improving operators' performance with regards to safety, fuel efficiency, economical operation and vehicle emissions. It seeks to provide a quality and performance benchmark for the freight industry.
- 6.1.3 A summary of the status of Whitbread's delivery partners is provided in **Figure 6.1**, below.

COMPANY	SERVICE	FORS STATUS
BERENDSEN	Laundry Service	Registered
KUEHNE AND NAGEL	Food Delivery	Bronze
TRADETEAM (DHL)	Drinks Distribution	Bronze
VEOLIA	Waste Collection	Gold

Figure 6.1. FORS Accreditation

- 6.1.4 Delivery vehicles to Premier Inn sites would continue to other Whitbread operated sites locally, servicing a number of locations as part of a planned delivery route. Such journeys are carefully planned, making most efficient use of each delivery vehicle and minimising the number of journeys, distances required to travel and associated CO₂ emissions.
- 6.1.5 Due to the nature of the development, all Whitbread deliveries are coordinated regionally to enable one delivery vehicle to serve several Whitbread hotels. The number and level of deliveries are constantly reviewed with the frequency and size of each delivery continually monitored to ensure that the minimum number of deliveries occur for each site.
- 6.1.6 Whitbread's deliveries are centrally coordinated to minimise the number and scale of deliveries. This includes using centralised delivery centres allowing the number of miles travelled to be limited; consolidating deliveries and optimised route planning. These are an example of the variety of measures implemented to reduce the number of miles travelled and reduce CO₂ emissions from delivery vehicles.





- 6.1.7 Each Whitbread vehicle aims to achieve the lowest possible emissions, with Whitbread committed to operate below current emission standards with many of the vehicles operating at Euro 5 standards, and all new vehicles to the fleet being of this standard.
- 6.1.8 Supplementary 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 at **Appendix B**.
- 6.1.9 In addition, a site-specific delivery schedule will be prepared in order to ensure deliveries do not overlap and hence ensure only one delivery vehicle is present onsite at any given time. Additionally, deliveries would be scheduled in accordance with the weight restrictions in place on Dukes Road.
- 6.1.10 The Operations Manager for the Premier Inn will be responsible for monitoring delivery vehicle movements and ensuring compliance with this DSMP, liaising with Central Whitbread Management, Kuehne + Nagel and Veolia, as appropriate.
- 6.1.11 Continual loading activity would be undertaken during scheduled deliveries in order to limit the duration required to complete loading. Larger deliveries requiring a longer duration of loading activity would be planned as part of the delivery schedule to further minimise impact.
- 6.1.12 The hotel manager will ensure the loading area is kept clear and will take appropriate measures to remove obstacles if present. Additionally, bin stores are to be kept clear and appropriately organised for refuse collections.

6.2 Waste Collections

- 6.2.1 Refuse collections associated with the retail unit would take place as existing, whilst hotel waste collections would be undertaken privately by Veolia.
- 6.2.2 Continuous removal activity would occur during collections and as such, the duration of collections would be reduced and there would be minimal obstruction made to the adjacent footway or carriageway. Furthermore, all collections would be scheduled outside of the convention peak highway hours (08:00–09:00 and 17:00–18:00 hours) in order to reduce any potential impact of servicing on the local highway network.
- 6.2.3 Whitbread's waste partner Veolia serves the site so the collections would not create any additional need for large vehicles to be operating in the area. The collections would continue to avoid the peak periods on the highway network as far as possible. In addition, with the Whitbread Good Night Guarantee in operation at all Premier Inn hotels, collections generally take place after 08:00 on each collection day. Whitbread will monitor the planned provision for waste on-site and where required will amend accordingly.





- 6.2.4 The hotel management would request the services of a cleaning company in the unlikely occurrence that large spillages occur within the refuse store or should any issue be identified regarding the condition of bins on-site.
- 6.2.5 Additionally, the hotel manager will be instructed to inform employees of the refuse / recycling processes to ensure that they are fully aware of the requirements. This approach will be maintained via up-to-date information placed on the staff notice board.
- 6.2.6 All refuse collections would be appropriately monitored / recorded to maximise efficiency of waste removals from the site. At any point should it be considered necessary to schedule additional collections on a regular basis, Whitbread would confirm any planned changes with LBC.





7 SUMMARY AND CONCLUSIONS

- 7.1.1 This document sets out a series of clearly defined procedures relating to the anticipated delivery arrangements and waste storage / removal requirements associated with the proposed extension to the Premier Inn hotel at 1 Dukes Road, London, WC1H 9PJ.
- 7.1.2 This report demonstrates the following:
 - (i) Servicing will continue to be undertaken by an 18t rigid vehicle, which would access the site from Dukes Road via Euston Road. All loading activity would be carried out on-site within the service yard;
 - Delivery and refuse vehicles would continue to be afforded sufficient space to service the hotel and restaurant, manoeuvre on-site and egress safely and conveniently in a forward gear onto Dukes Road without impeding access to the guest and resident parking spaces;
 - (iii) All deliveries to the site will be encouraged to partake in the FORS scheme, which will would assist in providing a quality and performance benchmark for deliveries to the site;
 - (iv) Deliveries and waste collection will be coordinated to ensure that only one vehicle is present at the site at a given time. A range of delivery and waste management measures are defined in this document with the purpose to reduce any potential impact on neighbouring properties or the local highway network;
 - (v) A dedicated secure refuse store would be provided on-site within the service yard, providing separate waste, recycling and food containers. The existing refuse collection schedule would be sufficient to accommodate the needs of the extension Any significant alterations made to these arrangements would be consulted with LBC beforehand;
- 7.1.3 A range of delivery and waste management measures have been defined within this document and should be applied by the future occupants of the site following its redevelopment. Management of both the hotel and retail unit would be responsible for adopting such measures and ensuring refuse collections are appropriately scheduled and monitored.



PLANS





DRAWINGS











APPENDIX A



EUSTON

SITE AREA			0.31 Ha		
HOTEL	EXISTING	PROPOS	ED		INCREASE / DECREASE
No. of Storeys	LG +6	Roof Extension			+2
		Car Park Extension			LG +6
	EXISTING	PROPOS	ED	REMOVED	INCREASE / DECREASE
Bedrooms		Roof Extension	38	1	+37
		Car Park Extension	46	5	+41
		Restaurant Extension	6	18	-12
	265	Total		331	+66

Premier	Inn
remier	Inn

Proposed Site Plan

DATE	March 2019	DRAWN JW
SCALE	1:500@A3	CHECKED MRA



APPENDIX B

WHITBREAD

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 trunking 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 standalone bio methane tank at Andover. The biomethane 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.

