



**43 - 47 PICCADILLY,
MANCHESTER**

Proposed Hotel Development

**Delivery and Servicing
Management Plan**

**Prepared on behalf of Whitbread
Group Plc.**

**WHIT/19/4788/DSMP01
August 2020**

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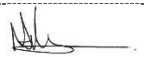
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Proposed Hotel Development

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1 INTRODUCTION

1.1 Background

- 1.1.1 RGP is instructed by Whitbread Group Plc. to provide transport planning advice in relation to a proposed 129 bedroom Premier Inn hotel development at 43 – 47 Piccadilly, Manchester.
- 1.1.2 The site is located at the north-eastern corner of the signalised junction with Piccadilly and Lever Street, within Manchester city centre. The existing site currently comprises vacant land fronting Lever Street and a grade II listed building at 47 Piccadilly Gardens.
- 1.1.3 The development proposals are for a 129 bedroom Premier Inn hotel, which would be operated by Whitbread, and incorporates the grade II listed building which fronts Piccadilly to the south. The proposed hotel would comprise an ancillary restaurant and bar area which would cater primarily for guest breakfasts and evening meals. Owing to the city centre location of the site, the hotel would be car-free, whilst all deliveries and servicing associated with the hotel would be provided from Back Piccadilly at the rear of the site.
- 1.1.4 A copy of the proposed site layout plans, illustrating the basement and ground floor are attached hereto at **Appendix A**.
- 1.1.5 As background, RGP has considerable experience of Whitbread hotel sites (i.e. Premier Inn) and has been involved in many new builds and extensions to existing sites within the Whitbread estate nationwide. As a result, RGP has a wealth of operational information, which is used to demonstrate the delivery, servicing and waste management details for the site.

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 defined strategy 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 and other land uses adjacent to the site.

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 This DSMP accompanies a Travel Plan, also prepared by RGP (Reference: WHIT/19/4788/TP02) which details measures to encourage and promote active modes of travel. The two documents should be read in conjunction with one another.

2 SITE DESCRIPTION

2.1 Site Location

- 2.1.1 The site is located at the north-eastern corner of the signalised junction with Piccadilly and Lever Street, within Manchester city centre. The existing site currently comprises vacant land fronting Lever Street and a grade II listed building at 47 Piccadilly Gardens. The site is bound by Back Piccadilly to the north, a number of commercial premises on the eastern side which also front Piccadilly to the south and Lever Street on its western side.
- 2.1.2 As shown on **Plan 01**, the site lies within Manchester city centre and therefore benefits from convenient access to a wide range of amenities and local services.
- 2.1.3 Pedestrian access to the site is also provided via footways on the northern side of Piccadilly, to the south of the site.

2.2 Local Highway Network

- 2.2.1 The site fronts Piccadilly to the south which meets Portland Street / Newton Street to the south-east (circa 50 metres from the site) and Lever Street at the south-western corner of the site, via separate signalised junctions.
- 2.2.2 The local highway is subject to a number of one-way restrictions in the vicinity of the site, including Back Piccadilly which serves east-west traffic only across the site's northern frontage. The local highway is also generally subject to single and/or double yellow line markings in the vicinity of the site, with no loading at any time restrictions on Piccadilly to the south and no loading restrictions between 8am – 10am and 4pm – 6pm Monday to Friday on Lever Street.
- 2.2.3 There are bus stops located on both sides of Piccadilly at the site's southern frontage which serve a high frequency of bus services. There are also bus stops on Lever Street on the western side of the carriageway.
- 2.2.4 The site benefits from convenient access to the wider highway network in the form of A665 Ring Road which passes the site approximately 450 metres to the north and is accessible via Newton Road to the east and Lever Street to the west. The A665 Ring Road provides an arterial route along the northern periphery of Manchester city centre and links with the A57(M) and A62.

3 PROPOSED DELIVERY AND SERVICING ARRANGEMENTS

3.1 Proposed Arrangement

- 3.1.1 As discussed previously, no loading at any time restrictions apply on Piccadilly to the south, whilst the presence of bus stops at the site's western frontage on Lever Street (which serve a high frequency of bus services) and high volumes of traffic prohibits loading / unloading from Lever Street.
- 3.1.2 It is proposed that all deliveries and servicing associated with the proposed Premier Inn hotel would be provided on-street from Back Piccadilly to the north of the site, consistent with the servicing arrangement for the existing site and a number of properties along the adjacent street, including the Travelodge Hotel at 19 - 31 Piccadilly, Manchester, M1 1LS (planning reference: 091413/FO/2009/C2).

3.2 Delivery and Servicing Vehicles

- 3.2.1 It is proposed that deliveries and servicing associated with the Premier Inn hotel would be undertaken by rigid vehicles measuring 12m in length. This vehicle type is commonly used by Whitbread to service their Premier Inn sites and is likely to be used to service the proposed hotel at Piccadilly Gardens, owing to the constrained access at the site.
- 3.2.2 Whitbread, the hotel operator of the new Premier Inn at the site, typically utilise three vehicle types in order to service all Whitbread hotel developments. **Figure 3.1**, below, provides details of each of these vehicles typically used.

VEHICLE DETAILS				
VEHICLE TYPE	LENGTH	WIDTH	HEIGHT	COMMENT
Large articulated	16.50m	2.65m	4.20m	1 st choice
Small articulated	14.60m	2.65m	4.20m	2 nd choice
Rigid lorry 26t & bin lorry	12.00m	2.65m	4.00m	3 rd choice

Figure 3.1. Whitbread Vehicle Details Summary

- 3.2.3 Owing to the constrained access at the site from Back Piccadilly, all deliveries and servicing associated with the hotel will be undertaken using a 12-metre rigid lorry, which has been accepted by Whitbread and would be managed accordingly.
- 3.2.4 Whitbread have a contract with Veolia who undertake refuse collection at all Premier Inn sites. Veolia would be responsible for collecting waste and recycling at this site and would do so using a vehicle with specifications similar to that of Whitbread's 12m rigid lorry.

- 3.2.5 Given the one-way restrictions in the vicinity of the site, it is anticipated that all delivery and servicing vehicles would access the site from Newton Road to the east of the site, before turning into Back Piccadilly. Delivery vehicles would then depart the site to the west before turning right onto Lever Street. This is illustrated in **Figure 3.2** below. As discussed in Section 2, the proposed hotel is highly accessible from the wider highway network via the A665 and A27(M).

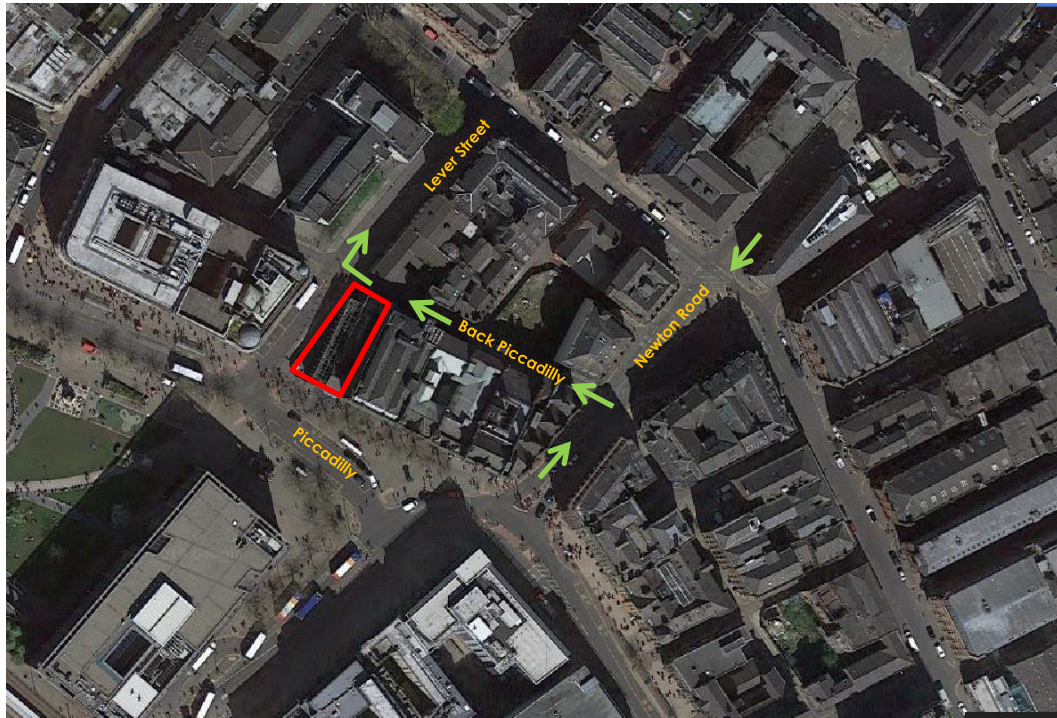


Figure 3.2: Proposed Delivery Route

- 3.2.6 As detailed later in this document, all delivery and servicing vehicles would form part of a pre-planned delivery route serving a number of other Whitbread hotels in and around the Manchester area. Deliveries to the proposed Piccadilly Premier Inn hotel would therefore not result in additional service vehicle movements on the network but form part of existing delivery vehicle routings.

4 DELIVERY FREQUENCY AND DURATION

- 4.1.1 The proposed development would generate a relatively low level of delivery vehicle movements over the course of a typical week. From RGP's experience of Whitbread operations in similar locations, it is anticipated that the site would generate the following servicing vehicle movements, as summarised in the extract from Whitbread's delivery schedule below (**Figure 4.1**). A copy of Whitbread's delivery schedule and vehicles is attached at **Appendix B**.

DELIVERIES PER WEEK				
TYPE	NO. VISITS	DURATION	TIMINGS	ACTIVITY
Linen	7	30 mins	06:30-18:00	6 x 1.5m ³ cages on wheels
Food	3	40 mins	06:30-18:00	1 x trolley with 1m x 1.2m pallet
Beer / Wine	1	40 mins	06:30-18:00	1 x trolley with 1m x 1.2m pallet
Refuse	3	20 mins	06:30-18:00	4 bins emptied per visit
Note: No deliveries on Sundays / Bank Holidays				

Figure 4.1. Whitbread Delivery Details Summary

- 4.1.2 A total of 14 delivery vehicle visits would be anticipated over the course of a typical week, equating to an average of 2 delivery vehicle visits per day (4 two-way HGV movements), with no deliveries taking place on Sundays or bank holidays. As indicated within **Figure 4.1**, deliveries would occur for a typical duration of 20-45 minutes.
- 4.1.3 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.
- 4.1.4 Delivery vehicle arrivals are carefully planned, with the arrival time fixed to within an hour taking allowance for traffic disruptions, for example. All deliveries would be timed to avoid peak times on the local highway, as far as reasonably possible.
- 4.1.5 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.
- 4.1.6 Whitbread operate over 800 hotels and restaurants nationwide, which requires significant logistical management. The logistical operation employed by Whitbread, over its entire estate, ensures that the number of deliveries are managed to reduce mileage and number of trips to a minimum.

- 4.1.7 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.
- 4.1.8 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.

5 DELIVERY MANAGEMENT MEASURES

- 5.1.1 It is important that 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 deliveries.
- 5.1.2 The delivery and servicing requirements associated with the site are not anticipated to be particularly intensive and would be undertaken during the day and as far as possible outside of peak hours, when car parking demand and traffic flows on the local highway are generally reduced. This would reduce the impact on the site and also on the surrounding local road network.
- 5.1.3 Whitbread have applied a range of measures to ensure efficient and safe management of delivery and servicing vehicles to sites throughout the UK.
- 5.1.4 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). 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.
- 5.1.5 A summary of the status of Whitbread's delivery partners is provided in **Figure 5.1**, below and has been confirmed via the FORS website: <https://www.fors-online.org.uk/cms/whos-on-board>.

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

Figure 5.1. FORS Accreditation

- 5.1.6 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 emissions.
- 5.1.7 In addition, a delivery schedule will be prepared in order to ensure deliveries do not overlap and hence ensure only one delivery vehicle is present on-site at any given time.

- 5.1.8 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 C**. In line with Whitbread's carbon targets, a key objective is the driving down of supply chain emissions.
- 5.1.9 Kuehne + Nagel (K+N) has a long-term contract with Whitbread to support their food logistics activities.
- 5.1.10 K+N has worked to reduce emissions from the fleet through a combination of vehicle efficiency projects and consolidation in the delivery network. As a result of these actions, K+N have achieved a reduction of 17% in emissions per tonne of food delivered over a 4-year review 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%. This is further explained on the K+N infographic attached as **Appendix D**.
- 5.1.11 K+N currently have 3 Innovate UK grant schemes running, covering alternative fleet technology, namely electric and gas-powered vehicles, which demonstrates their commitment to a reduced emissions fleet. They are investigating using / converting to (extended-range) electric vehicles to carry out operations for Whitbread in city areas, notably in Manchester, as well as London and Bristol. Solely electric vehicles would be capable of around 120 miles on a single overnight charge and once within urban areas extended-range vehicles would run in pure-electric mode to comply with low emission legislation and congestion charges.
- 5.1.12 Veolia (Whitbread's waste contractor) has achieved the Carbon Trust Standard which recognises their continued commitment to environmental sustainability and through a range of initiatives, innovation and technology, skills and training, leadership and behavioural responsibility is managing and reducing its carbon footprint.
- 5.1.13 Veolia has introduced low carbon, low emission refuse collection vehicles and its drivers are trained in responsible driving practice and route optimisation to reduce fuel consumption. In addition to this, Veolia has established a Greenhouse Gas Tracker that helps their customers to calculate their carbon footprint on the services provided to them to help reduce their carbon emissions.

6 WASTE COLLECTION AND MANAGEMENT PROCEDURES

- 6.1.1 A refuse store would be provided at ground floor level of the building, which benefits from convenient access to the local highway network, as illustrated in **Figure 6.1** below. A service lift would also be available connecting the first floor, ground floor and basement.

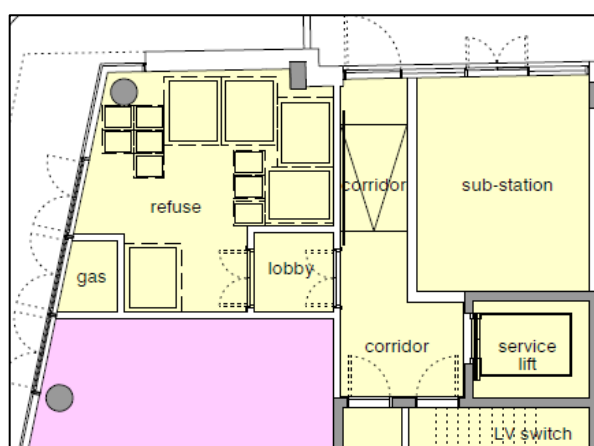


Figure 6.1. Refuse Store (Ground Floor)

- 6.1.2 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.
- 6.1.3 Veolia have recently achieved Carbon Trust Standard. In terms of their vehicle fleet this has meant the introduction of low carbon, low emission refuse collection vehicles and its drivers are trained in responsible driving practices and route optimisation to reduce fuel consumption. In addition to this, Veolia established a Greenhouse Gas Tracker that helps customers to calculate their carbon footprint on the services that it provides to them to help reduce their carbon emissions.
- 6.1.4 Veolia already collects in and around Manchester and so the collections for this site would not create any additional need for large vehicles to be operating the area. The vehicles used by Veolia are typically less than 12m in length and would therefore be able to access the site via the same route.
- 6.1.5 The collections would 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 8:00 on each collection day.
- 6.1.6 Dedicated bins would be provided for each waste stream. The bin store would also 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.

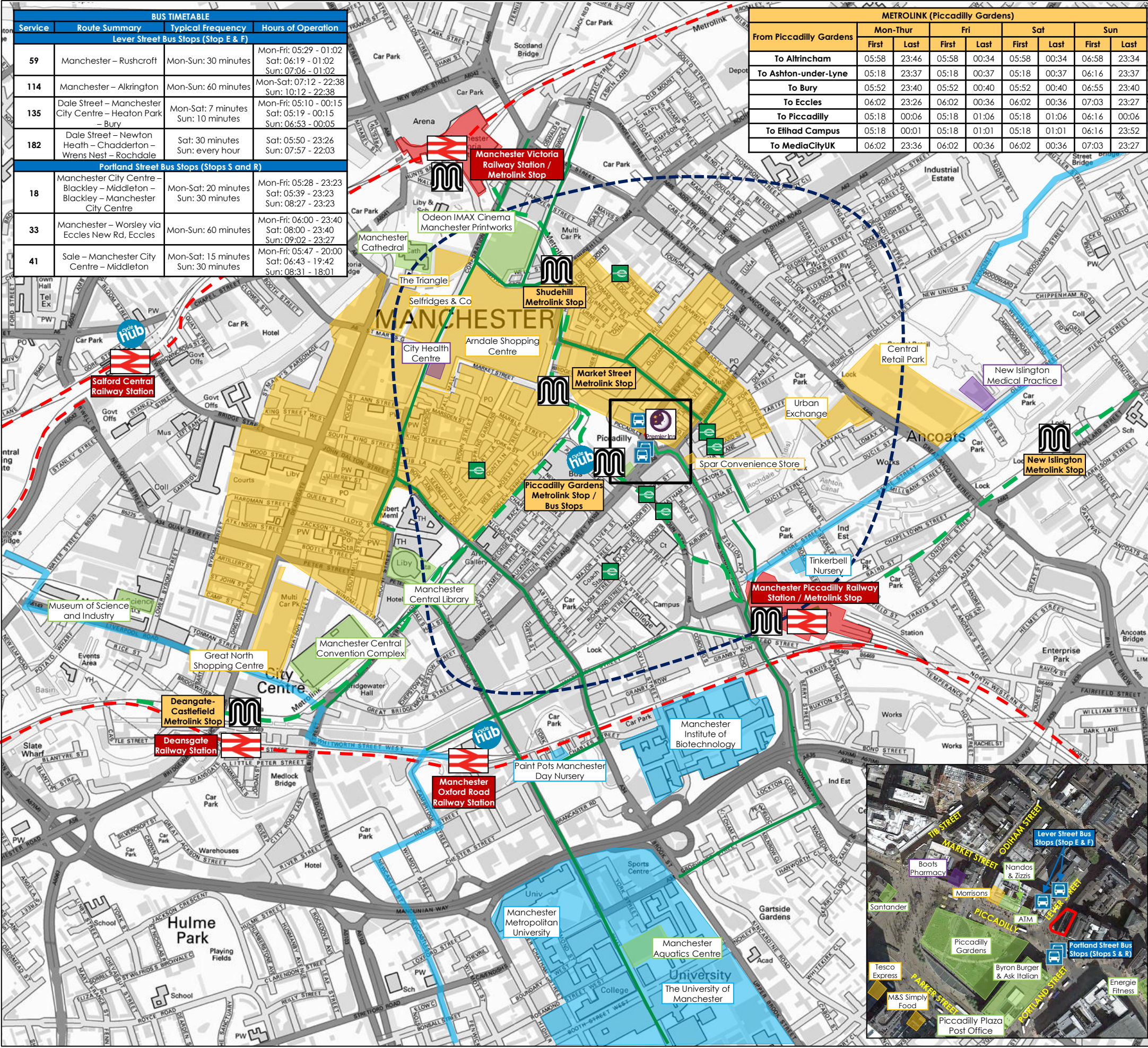
- 6.1.7 The hotel operator would ensure that there is no storage of bins on the local highway (Back Piccadilly) and hence all bins would be stored in the proposed bin store at all times.
- 6.1.8 Whitbread expect their waste to be collected in line with their Good Together Environmental objective of Zero Waste to Landfill and thus waste is segregated at the point of collection into 4 waste streams (general waste, mixed recycling, food waste and glass). 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.
- 6.1.9 Furthermore, Whitbread's Waste and Recycling Plan provides additional details regarding the recycling / waste streams and the management of waste from Whitbread hotels.
- 6.1.10 **Appendix E** illustrates the posters displayed at Whitbread sites to educate staff and ensure all that Whitbread team members understand the recycling process at the site. 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 vehicle to collect any waste that may have inadvertently been contaminated.
- 6.1.11 Regular communication with the site is provided to help with the education process, Whitbread also have an online educational tool called 'Say No to Landfill' which is mandatory for all employees to complete.

7 SUMMARY AND CONCLUSIONS

- 7.1.1 This DSMP sets out a number of clearly defined procedures relating to the delivery and servicing requirements associated with the proposed Premier Inn hotel at 43 – 47 Piccadilly, Manchester.
- 7.1.2 This report demonstrates the following:
- (i) All deliveries and servicing of the hotel would be undertaken from the rear of the site via Back Piccadilly, consistent with the existing arrangement for all properties along the adjacent street;
 - (ii) Deliveries and servicing at the Premier Inn will be undertaken by a 12-metre rigid vehicle;
 - (iii) All Whitbread suppliers partake in the FORS scheme, which will 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, thereby preventing excessive impact on the local highway. Continuing communication will take place between the operative manager and the companies contracted to carry out delivery and servicing activities at the site;
 - (v) All delivery and servicing activity would be required to take place between the hours of 06:30 - 18:00 hours Monday to Saturday;
 - (vi) Appropriate refuse and recycling waste collections will be provided from Back Piccadilly, adjacent to the refuse store located within the site building;
 - (vii) Whitbread have measures in place to ensure that employees are fully aware of the refuse / recycling processes; and
 - (viii) Whitbread are committed to implementing a range of measures to ensure that the impact of deliveries and servicing is minimised.



PLANS



BUS TIMETABLE			
Service	Route Summary	Typical Frequency	Hours of Operation
Lever Street Bus Stops (Stop E & F)			
59	Manchester – Rushcroft	Mon-Sun: 30 minutes	Mon-Fri: 05:29 - 01:02 Sat: 06:19 - 01:02 Sun: 07:06 - 01:02
114	Manchester – Alkrington	Mon-Sun: 60 minutes	Mon-Sat: 07:12 - 22:38 Sun: 10:12 - 22:38
135	Dale Street – Manchester City Centre – Heaton Park – Bury	Mon-Sat: 7 minutes Sun: 10 minutes	Mon-Fri: 05:10 - 00:15 Sat: 05:19 - 00:15 Sun: 06:53 - 00:05
182	Dale Street – Newton Heath – Chadderton – Wrens Nest – Rochdale	Sat: 30 minutes Sun: every hour	Sat: 05:50 - 23:26 Sun: 07:57 - 22:03
Portland Street Bus Stops (Stops S and R)			
18	Manchester City Centre – Blackley – Middleton – Blackley – Manchester City Centre	Mon-Sat: 20 minutes Sun: 30 minutes	Mon-Fri: 05:28 - 23:23 Sat: 05:39 - 23:23 Sun: 08:27 - 23:23
33	Manchester – Worsley via Eccles New Rd, Eccles	Mon-Sun: 60 minutes	Mon-Fri: 06:00 - 23:40 Sat: 08:00 - 23:40 Sun: 09:02 - 23:27
41	Sale – Manchester City Centre – Middleton	Mon-Sat: 15 minutes Sun: 30 minutes	Mon-Fri: 05:47 - 20:00 Sat: 06:43 - 19:42 Sun: 08:31 - 18:01

METROLINK (Piccadilly Gardens)								
From Piccadilly Gardens	Mon-Thur		Fri		Sat		Sun	
	First	Last	First	Last	First	Last	First	Last
To Altrincham	05:58	23:46	05:58	00:34	05:58	00:34	06:58	23:34
To Ashton-under-Lyne	05:18	23:37	05:18	00:37	05:18	00:37	06:16	23:37
To Bury	05:52	23:40	05:52	00:40	05:52	00:40	06:55	23:40
To Eccles	06:02	23:26	06:02	00:36	06:02	00:36	07:03	23:27
To Piccadilly	05:18	00:06	05:18	01:06	05:18	01:06	06:16	00:06
To Etihad Campus	05:18	00:01	05:18	01:01	05:18	01:01	06:16	23:52
To MediaCityUK	06:02	23:36	06:02	00:36	06:02	00:36	07:03	23:27

LEGEND

SITE LOCATION

RAILWAY STATION

METROLINK STATION

RAILWAY TRACKS

TRAM TRACKS

BUS STOPS

CYCLE-FRIENDLY ROUTES

800M WALK ISOCHRONE

NATIONAL CYCLE ROUTES

RETAIL

LEISURE

EDUCATION

HEALTH CARE

ENTERPRISE CAR CLUB

CYCLE HUB

Transport Planning and Infrastructure Design Consultants

Shackleford Suite, Mill Pool House, Mill Lane,
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Client: Whitbread Group Plc

Project: Premier Inn 43-47 Piccadilly, Manchester

Title: Site Location & Accessibility Plan

Plan No: Plan 01

Job No: 19/4788

Date: April 2020

Drawn By: JLM

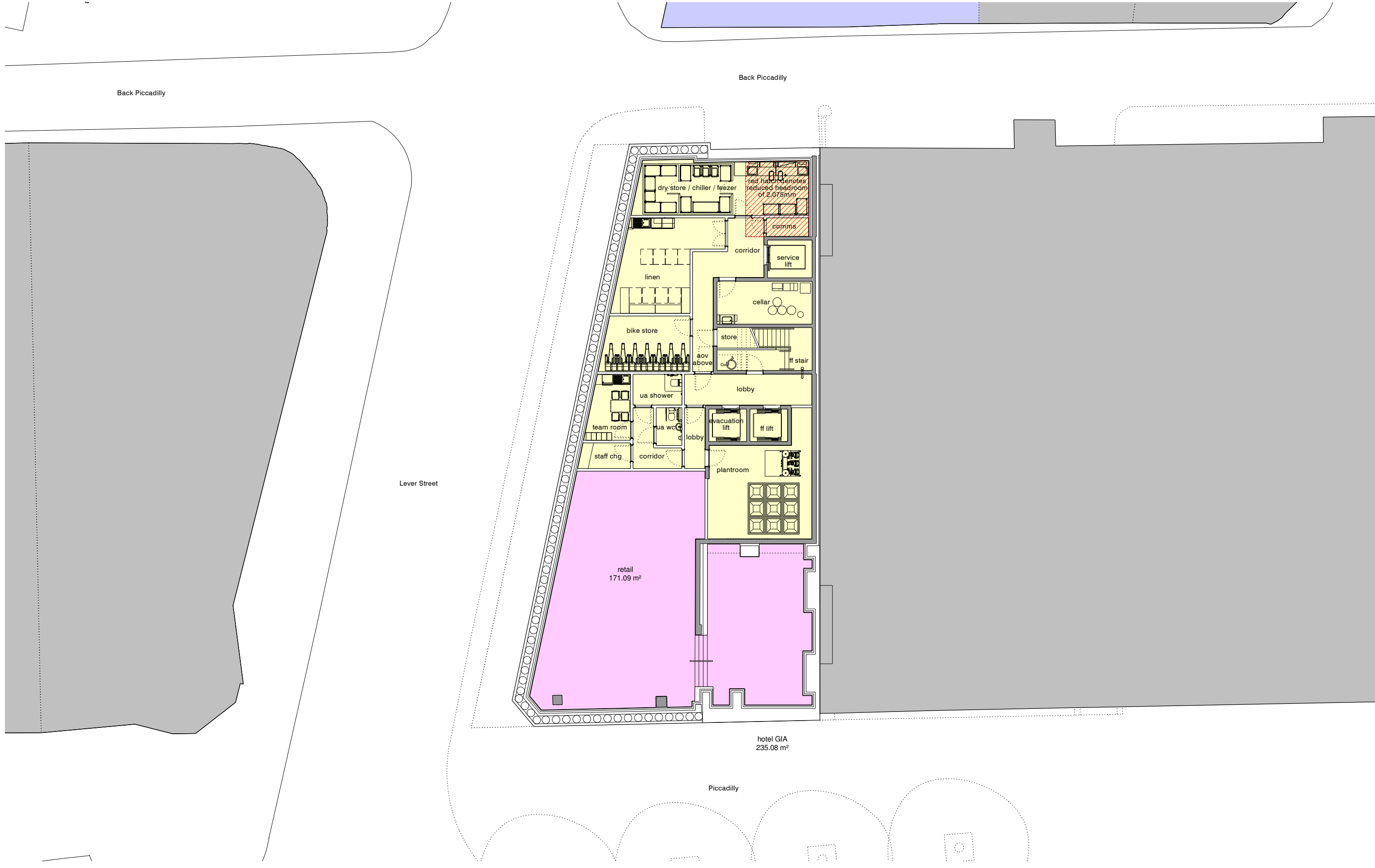
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APPENDIX A



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P01	2020.06.02	preliminary first issue
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P05	2020.07.31	updated



project
43-47 piccadilly, manchester

job no.
7546

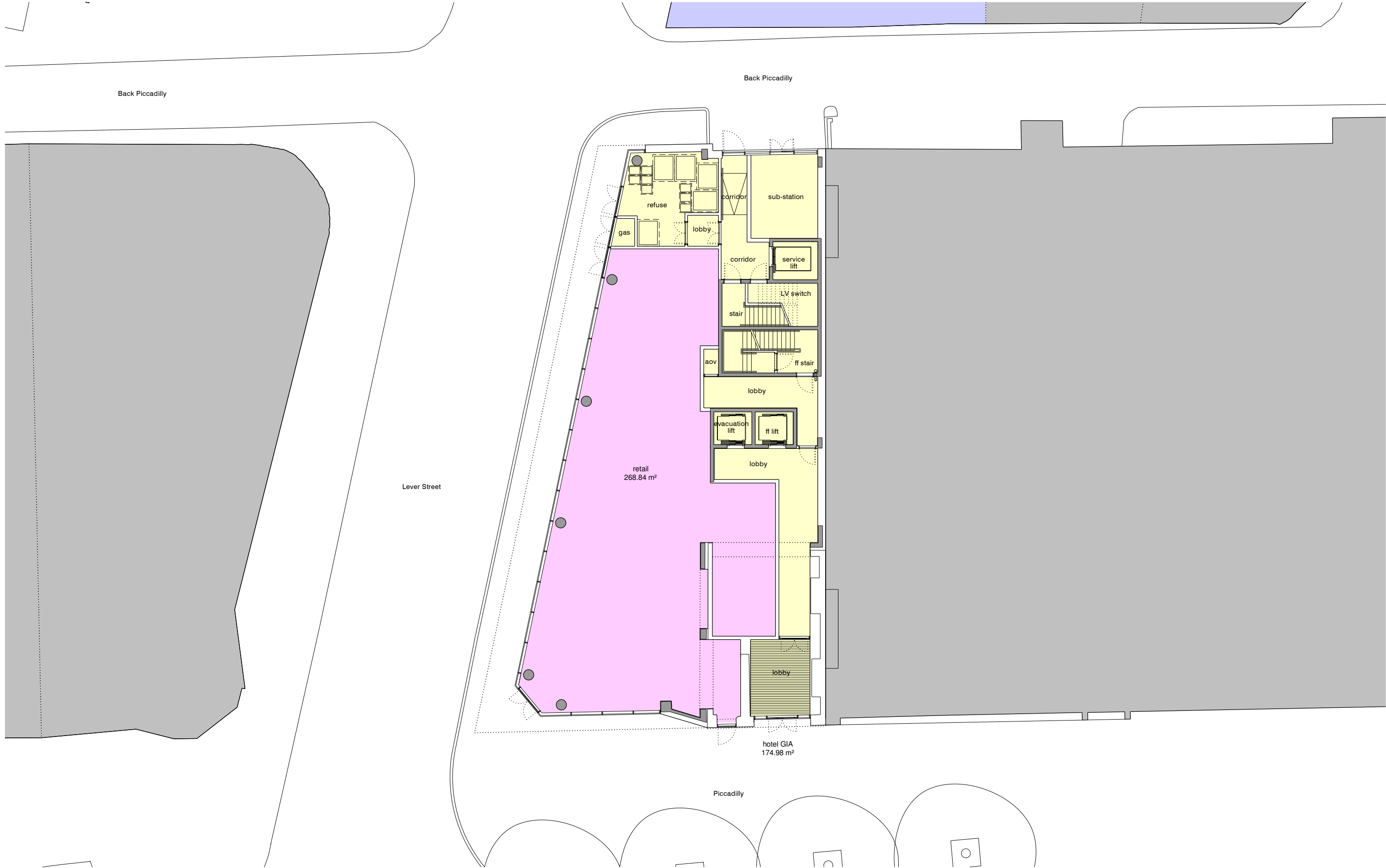
title
proposed basement plan

scale
1:200 @ A3

drawing no.
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P01	2020.06.02	preliminary first issue
P02	2020.06.17	updated
P03	2020.06.29	structure added
P04	2020.07.01	updated
P05	2020.07.09	updated
P06	2020.07.31	updated



project
43-47 piccadilly, manchester

job no.
7546

title
proposed ground floor plan

scale
1:200 @ A3

drawing no.
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APPENDIX B

APPENDICES

APPENDIX A - PREMIER INN STANDARD DELIVERY SCHEDULE

VEHICLE DETAILS				
VEHICLE TYPE	LENGTH	WIDTH	HEIGHT	COMMENT
Large articulated	16.5m	2.65m	4.2m	1 st choice
Small articulated	14.6m	2.65m	4.2m	2 nd choice
Rigid lorry, 26t & bin lorry	12.00m	2.65m	4.0m	3 rd choice
Refuse Vehicle				

DELIVERIES					
TYPE	No VISITS	DURATION	TIMINGS	VEHICLE TYPE	ACTIVITY
Linen	7	30 mins	06.30 - 18.00	26t	6 x 1.5 m ³ cages on wheels
Food	3	40 mins	06.30 - 18.00	Large Artic	1 x trolley with 1m x 1.2m pallet
Beer/wine	1	45 mins	06.30 - 18.00	Large Artic	1 x trolley with 1m x 1.2m pallet
Refuse	4	20 mins	06.30 - 18.00	26t	4 bins emptied per visit average
Note: no deliveries on Sundays/Bank holidays					
Width includes vehicle body width only, not including wing mirrors - allow additional 80cm for the 18t and 26t, so 3.45m wide for the rigid, PLUS a reasonable gap for manoeuvring the vehicle, 4.0m will allow for that, albeit not much room for error					

DELIVERY CONDITIONS
■ All corner radii to be a minimum of 6m ■ Vehicle loading bay to be virtually flat ■ Surface of delivery route from the vehicle to be smooth and level ■ Loaded pallets (1m x 1.2m) are pulled to the F&B areas ■ Slopes at delivery points - the maximum load for men is 250N, anything more than a 1 in 16 slope (3.6 degrees) would be too much weight for them to push up a slope. This is then reduced to 1 in 25 or 1.3 degrees for females

APPENDIX C

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 Kuehne + 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 Tenens'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 D

Kuehne + Nagel and Whitbread

A transparent partnership approach to create a lower carbon delivery fleet



Kuehne + Nagel has a long term partnership with Whitbread to support food logistics, delivering to Whitbread's network of Costa Coffee, Premier Inn, Brewers Fayre, Beefeater, Table Table and Hub sites.

Through working closely together the two companies are able to invest in innovation and jointly share in the benefits of reducing costs and cutting carbon emissions from deliveries.

In 2016 this partnership involved

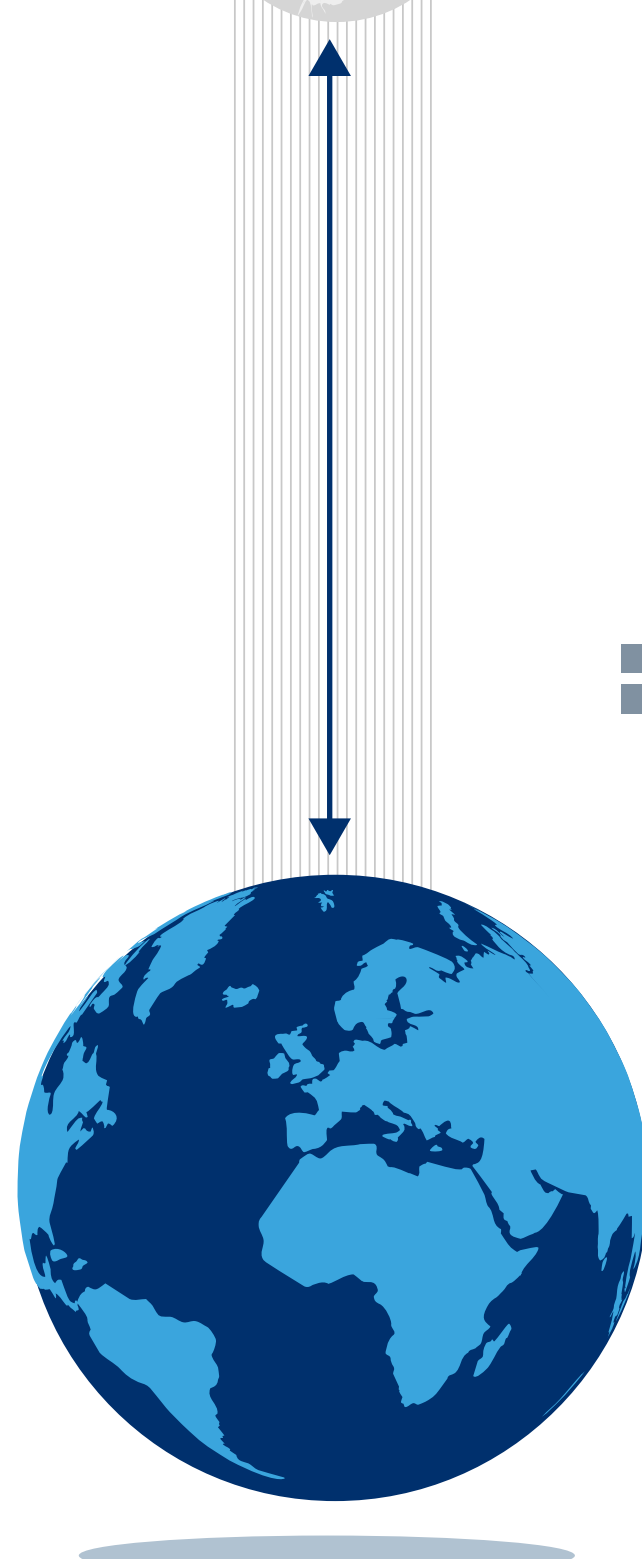
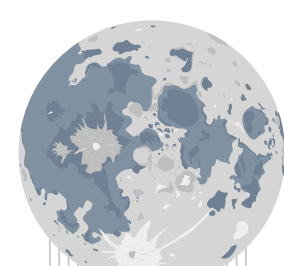
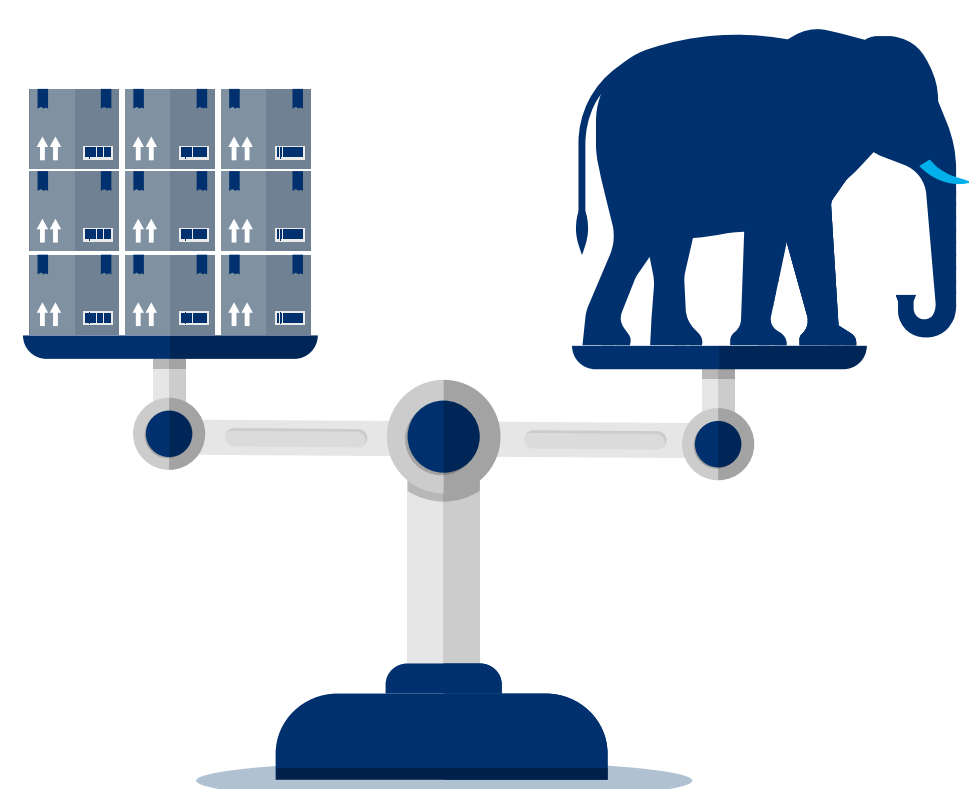
326,000

tonnes of goods delivered

equivalent to the weight of

54,000

African elephants



17.2

million kilometers

travelled
on UK roads



equivalent to

44

journeys from the
Earth to the moon

Investments made through the partnership have resulted in

CO₂

saving on the CO₂
emissions of each
tonne delivered

17%

providing savings of

2,500

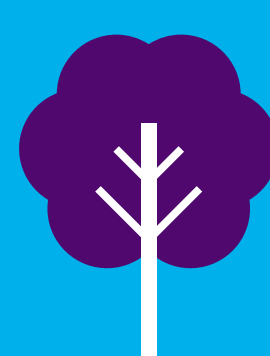
tonnes of CO₂ each year

CO₂

similar to the average annual
emissions from around

600

UK homes

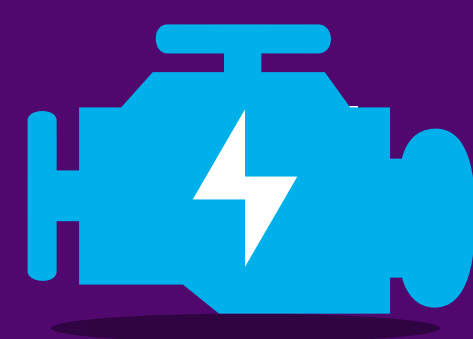


Reductions have been achieved through the use of:

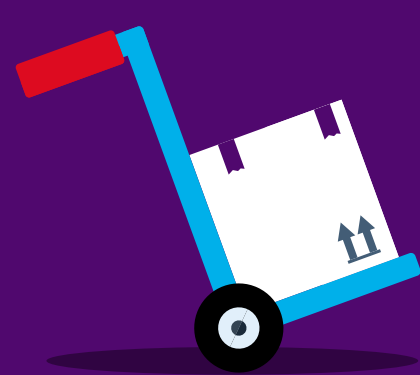
Greater use of double
deck trailers



Using alternative fuels
like natural gas and
electricity



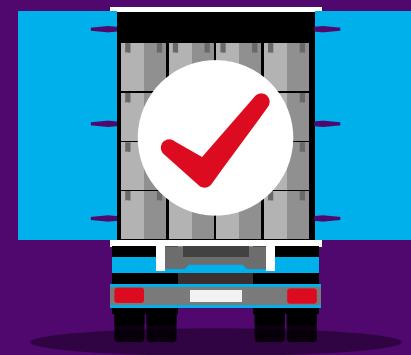
Making more deliveries
each journey



Better driving
behaviour



Using the right vehicle
size for the job



Aerodynamic
improvements



APPENDIX E

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