



**WHITBREAD PLC**



**Premier Inn London Hayes, Heathrow (North  
A4020)**

## **TRANSPORT STATEMENT**

for Proposed Hotel Extension  
on behalf of Whitbread Group PLC

2024/7978/TS01

June 2024

## DOCUMENT CONTROL

**Project:** Premier Inn London Hayes, Heathrow (North A4020) for Proposed Hotel Extension

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## Scheme Details

Local Planning Authority	London Borough of Hillingdon
Site Name	London Hayes, Heathrow (A4020)
Site Address	362 Uxbridge Lane, Hayes, Middlesex, UB4 0HF
Site Access Road	Yeadng Lane
Restaurant Brand	Beefeater
Existing Bedrooms	86
Proposed Total Bedrooms	107
Total Net Additional Bedrooms	21
Existing Car Parking	107
Proposed Car Parking	107

## 1 INTRODUCTION

### 1.1 Report Context

- 1.1.1 RGP is commissioned by Whitbread Group Plc. to provide highways and transport planning input in support of a proposed hotel extension at the London Hayes, Heathrow (A4020) Premier Inn, 362 Uxbridge Lane, Hayes, Middlesex, UB4 0HF ("the site").
- 1.1.2 The existing site comprises a 86-bedroom Premier Inn hotel and associated Beefeater restaurant (circa. 200 covers) which are both operated by Whitbread. Car parking is provided on-site with capacity to accommodate a total of 107 vehicles for the shared use of the hotel and restaurant.
- 1.1.3 A plan illustrating the existing site layout is attached hereto at **Appendix A**.
- 1.1.4 The proposals involve a net 21-bedroom extension to the existing hotel, resulting in a total of 107 bedrooms, with 107 car parking spaces post-development. The additional hotel bedrooms would be facilitated through the conversion of the existing branded restraint. Access would continue to be afforded from Yeading Lane as per the existing arrangements.
- 1.1.5 As part of the proposals, the associated Beefeater restaurant would be removed, with a smaller restaurant provided to cater for guest meals. It is considered this would not generate any external trade.
- 1.1.6 A plan illustrating the proposed site layout is attached hereto at **Appendix B**.
- 1.1.7 Whilst the proposals would increase the number of guest bedrooms, any additional trips as a result of the proposals would be offset by the fact that the separate branded restaurant would be removed – this would also compensate for any additional car parking demand from external visitors the branded restaurant currently generated above those from hotel guests.

### 1.2 RGP & Whitbread Operations

- 1.2.1 RGP is retained as Whitbread's Highway Consultant having been involved in new build and extension projects across the Whitbread estate throughout the United Kingdom (UK).
- 1.2.2 As a result, RGP has a wealth of survey data in relation to trip generation and parking demand for existing sites throughout the UK. This data is therefore used, in part, to determine the likely operation of the proposals in highways and transport terms post-development. The full details of which are included within this Transport Statement.

### 1.3 Report Structure

1.3.1 This Transport Statement has been prepared to support the proposals and evaluates the key highways and transport related matters. This report comprises the following sections:

- **Section 2 – Policy Context:** details pertinent national and local policies;
- **Section 3 – Baseline Conditions:** provides an overview of the existing situation at the site, including the local highway network and accessibility via sustainable modes of travel;
- **Section 4 – Trip Generation:** details the existing trip generation associated with the site as a whole, including hotel- and restaurant-specific trips, provides a forecast in these terms for the site post-extension;
- **Section 5 – Parking Arrangements:** outlines the existing utilisation of the car park at the site, followed by the implications of the proposals in these terms when considering the overall increase in bedrooms, with relevant reference to the locally adopted parking standards for such developments;
- **Section 6 – Access, Layout and Servicing** - outlines the access strategy and internal layout of the site in the context of vehicle movements and general parking provision, considering any alterations as a result of the proposals and the residual impact of the scheme upon servicing activities at the site; and
- **Section 7 – Summary and Conclusions:** provides a concise set of conclusions and an overall summary of report findings.

## 2 POLICY CONTEXT

### 2.1 National Planning Policy Framework

2.1.1 The 'National Planning Policy Framework' (NPPF) details the government's planning policies for England and how these are expected to be applied.

2.1.2 In considering development proposals Paragraph 114 states "*in assessing sites that may be allocated for development in plans, or specific applications for development, it should be ensure that:*

- (a) appropriate opportunities to promote sustainable transport modes can be – or have been – taken up, given the type of development and its location;*
- (b) safe and suitable access to the site can be achieved for all users;*
- (c) the design of streets, parking areas, other transport elements and the content of associated standards reflects current national guidance, including the National Design Guide and the National Model Design Code 46; and*
- (d) any significant impacts from the development on the transport network (in terms of capacity and congestion), or on highway safety, can be cost effectively mitigated to an acceptable degree."*

2.1.3 Paragraph 115 states "*development should only be prevented or refused on highways grounds if there would be an unacceptable impact on highway safety, or the residual cumulative impacts on the road network would be severe."*

### 2.2 Local Planning Policy

2.2.1 London Plan Policy T1 (Strategic Approach to Transport) confirms "*all development should make the most effective use of land, reflecting its connectivity and accessibility by existing future public transport, walking and cycling routes, and ensure that any impacts on London's transport network and supporting infrastructure are mitigated."*

2.2.2 Policy T4 (Assessing and Mitigating Transport Impacts) confirms "*development proposals should reflect and be integrate with current and planned transport access, capacity and connectivity ( . . . ) the cumulative impacts of development on public transport and the road network capacity including walking and cycling, as well as associated effects on public health, should be taken into account and mitigated."*

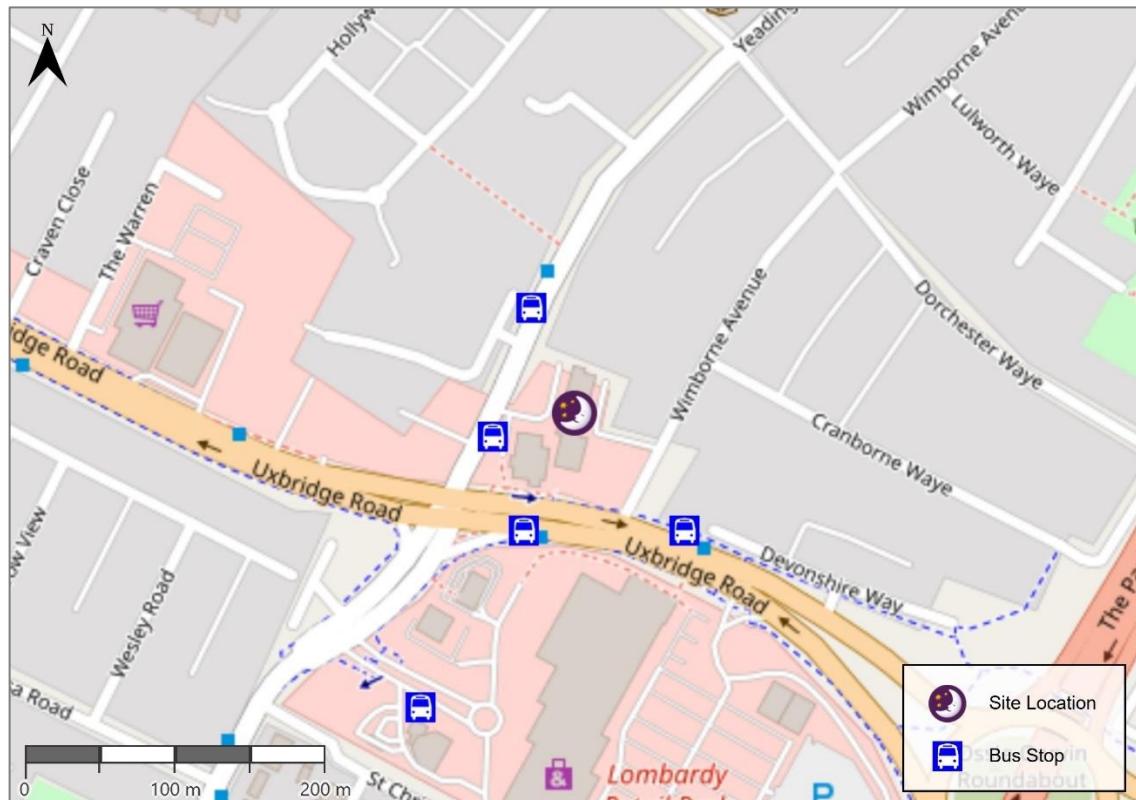
2.2.3 Policy T6.4 (Hotel and Leisure Uses Parking) confirms "*in CAZ and locations of PTAL 4-6, any on-site provision should be limited to operational needs ( . . . ) in locations of PTAL 0-3, schemes should be assessed on a case-by-case basis."*

2.2.4 Policy T7 (Deliveries, Servicing and Construction) confirms "*development proposals should facilitate safe, clean and efficient deliveries and servicing. Provision of adequate space for servicing, storage and deliveries should be made off-street."*

### 3 BASELINE CONDITIONS

#### 3.1 Site Location

3.1.1 The site is located on Uxbridge Road, in the town of Hayes, in the London Borough of Hillingdon. The site location and local convenience services and public transport stops are illustrated in the figure below.



**Figure 1** Site Location Plan

3.1.2 As illustrated in the figure above, the extents of the site are predominantly 'town-centre' in nature, with footways providing connectivity to local convenience provision and public transport stops on Uxbridge Road, Yeading Lane and Coldharbour Lane.

3.1.3 The site is located close to the M4 and Heathrow Airport, and therefore is likely to benefit from a degree of pass-by trade associated with guests on an existing pre-determined journey.

3.1.4 It is considered the primary mode of travel to and from the site would comprise the private vehicle, either as a driver or passenger in. However, it is considered guests in-stay travel and staff travel could be completed by sustainable travel modes, as summarised below.

### 3.2 Accessibility by Sustainable Modes

#### Active Travel

3.2.1 Active travel is the most important mode of travel at the local level offering the greatest potential to replace short car trips and yield numerous personal benefits such as health and fitness improvement, as well as complementing a positive impact from an environmental standpoint.

3.2.2 The local footway network is of sufficient quality to benefit from dropped kerbs, tactile paving, formal and informal transition points and lighting.

3.2.3 The site is located close to a Transport for London cycleway that connects West Kilburn (east) and Drayton Garden Village (west).

#### Sustainable Travel

3.2.4 The site achieves a Transport for London 'Public Transport Accessibility Level' (PTAL) of 3, and therefore is considered to realise a moderate level of public transport accessibility.

3.2.5 The site is located close to Transport for London bus stops on Yeading Lane and Uxbridge Road. Services comprise:

- 140 – Millington Road  $\leftarrow \rightarrow$  Long Elmes.
- 427 – York Road  $\leftarrow \rightarrow$  Bridge Road.
- 697 – Whittington Avenue  $\leftarrow \rightarrow$  Ickenham Station.
- E6 – Greenford Broadway  $\leftarrow \rightarrow$  Bull Bridge Tesco.
- N140 – Heathrow Central Bus Station  $\leftarrow \rightarrow$  Long Elmes.
- N207 – Uxbridge Station  $\leftarrow \rightarrow$  Bloomsbury Square.
- SL8 – Uxbridge Station  $\leftarrow \rightarrow$  White City Bus Station.
- SL9 – Heathrow Central Bus Station  $\leftarrow \rightarrow$  Harrow Bus Station.

3.2.6 The site is further located close to a bus stop at Lombardy Retail Park. A single service comprises:

- U7 – Uxbridge Station  $\leftarrow \rightarrow$  Lombardy Retail Park.

3.2.7 The above bus services could be utilised by staff and guests to travel to and from the hotel.

3.2.8 The closest National Rail station is Hayes and Harlington. Services comprise:

- Four trains per hour to Heathrow Terminal 4.
- Two trains per hour to Heathrow Terminal 5.

- Two trains per hour to Reading.
- Two trains per hour to Maidenhead.
- Two trains per hour to Shenfield.
- Eight trains per hour to Abbey Wood.

3.2.9 The above rail services could be utilised by guests to travel to and from the hotel as part of a multi-modal trip (i.e. bus or taxi).

### **3.3 Taxi**

3.3.1 For guests requiring a taxi, a freephone is available within the hotel reception area and will automatically connect to a local operator.

### **3.4 Summary**

3.4.1 It is considered the primary mode of travel to and from the site would comprise the private vehicle, either as a driver or passenger in – it is likely the hotel would benefit from a degree of pass-by trade associated with guests on an existing pre-determined journey. However, it is considered the sustainable travel modes, as summarised above, could realise guest in-stay travel and staff travel to and from the site.

## 4 TRIP GENERATION

### 4.1 Context

4.1.1 While the Trip Rate Information Computer System (TRICS) is considered the industry standard tool for deriving trip generation, in RGP's experience this data is often not representative of Premier Inn sites. Hotels within the TRICS database often contain 'other' on-site uses (i.e. conference and leisure facilities), which can make the data unrepresentative of a hotel which does not contain such facilities.

4.1.2 RGP's bespoke trip rates were applied and accepted by the local authority as part of another recent Whitbread planning permission (22632/APP/2016/2369) in the borough. The site is nearby and has a similar level of accessibility (PTAL 5). These established trip rates are therefore re-applied below to determine the net impact of the proposals.

### 4.2 Independent Traffic Surveys

4.2.1 RGP commissioned independent traffic surveys at Whitbread hotel / restaurant sites to establish vehicle trip rates and parking demand at comparable Premier Inn sites. A full schedule of the surveyed sites is attached hereto at **Appendix C** and **Appendix D** for reference.

4.2.2 The surveys comprised the following scope:

- All surveys undertaken between 07:00 and 23:00 – with parking beat counts at 15-minute intervals.
- All vehicle arrivals and departures (to include occupants' purpose of visit i.e. hotel, restaurant or other) were recorded.
- A record of the number of hotel bedrooms occupied each survey night – to enable all results to be factored to reflect full room occupancy.

4.2.3 The surveys allow for separate hotel and restaurant (where a hotel is co-located with an on-site restaurant) vehicle trip rates. TRICS is not able to distinguish a separate trip rate for hotel and restaurant elements, and therefore RGP's bespoke data has a high level of accuracy when establishing trip generation and parking demand at Premier Inn sites.

### 4.3 Trip Rates

4.3.1 The hotel and restaurant trip rates from the independent traffic surveys are set out in the figure below, with consideration given to the AM (08:00 – 09:00) and PM (17:00 – 18:00) peak hours on the local highway network, alongside a daily total.

Time Period	Hotel Trip Rates (per bedroom)			Restaurant Trip Rates (per cover)		
	Arrivals	Departures	Two-way	Arrivals	Departures	Two-way
AM Peak	0.03	0.10	0.14	0.002	0.002	0.004
PM Peak	0.07	0.05	0.12	0.073	0.029	0.102
<b>Daily</b>	<b>0.70</b>	<b>0.69</b>	<b>1.40</b>	<b>0.530</b>	<b>0.550</b>	<b>1.080</b>

**Figure 2 Hotel and Restaurant Vehicle Trip Rates**

4.3.2 RGP has successfully used the bespoke data to support planning applications across the Whitbread estate, and the trip rates are therefore considered appropriate in determining the existing and proposed vehicle trip generation at the site.

#### 4.4 Existing

4.4.1 The figure below summarises the existing vehicle trip generation at the site associated with the 86 hotel bedrooms and Beefeater branded restaurant (200 covers).

Time Period	Hotel Vehicle Trip Generation			Restaurant Vehicle Trip Generation		
	Arrivals	Departures	Two-way	Arrivals	Departures	Two-way
AM Peak	3	9	12	0	0	1
PM Peak	6	4	10	15	6	20
<b>Daily</b>	<b>60</b>	<b>59</b>	<b>120</b>	<b>106</b>	<b>110</b>	<b>216</b>

**Figure 3 Existing Trip Generation**

4.4.2 The existing site could generate in the order of 13 two-way movements across the AM peak, 30 across the PM peak and a total of 336 across the course of a typical day.

#### 4.5 Proposed

4.5.1 The figure below summarises the proposed vehicle trip generation at the site, allowing for the proposed net 21-bedroom extension and removal of the branded restaurant.

Time Period	Hotel Vehicle Trip Generation			Restaurant Vehicle Trip Generation		
	Arrivals	Departures	Two-way	Arrivals	Departures	Two-way
AM Peak	3	11	15	-	-	-
PM Peak	7	5	13	-	-	-
<b>Daily</b>	<b>75</b>	<b>74</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Figure 4 Proposed Trip Generation**

4.5.2 The site post-development could generate in the order of 15 two-way movements across the AM peak, 13 across the PM peak and a total of 150 across the course of a typical day.

#### 4.6 Net Impact

4.6.1 The figure below summarises the net trip generation impact of the proposals.

Time Period	Trip Generation Net Impact		
	Arrivals	Departures	Two-way
AM Peak	0	+2	+2
PM Peak	-13	-5	-18
Daily	-91	-96	-187

**Figure 5 Net Impact**

4.6.2 The net impact of the proposals is a decrease in two-way movements across the course of a typical day associated with the site in the order of 187 movements. The decrease anticipated is as a result of the reduction in area and reduced covers of the on-site restaurant.

4.6.3 It is considered the additional hotel bedrooms would not necessarily attract new guests, but rather provide overnight accommodation for people making a pre-determined trip to the local area, and therefore, any additional trips to the hotel would not necessarily be 'new' to the local highway network.

## 5 PARKING ARRANGEMENTS

### 5.1 Existing Car Parking

5.1.1 The existing site provides a total of 107 car parking spaces for the shared use of the 86-bedroom hotel and associated Beefeater restaurant.

5.1.2 On-site parking is for the shared use of the hotel and restaurant. The two land uses operate in a complementary manner with the associated peaks in parking demand for each land use nonconcurrent. Hotel guests typically arrive through the afternoon / evening, and depart during the morning, whilst restaurant peaks typically occur at mealtimes. This therefore facilitates the shared use of the car park.

### 5.2 Proposed Car Parking

5.2.1 The proposals would offer 107 spaces post-development, as illustrated in the proposed Site Plan attached hereto at **Appendix B**.

### 5.3 Car Parking Standards

5.3.1 Car parking standards are contained within the 'London Plan', as summarised in the table below.

Use Class	Car Parking Standard
Hotel	In locations of PTAL 0-3, schemes should be assessed on a case-by-case basis.

**Figure 6** Parking Standards

5.3.2 As summarised in the table above, there is no prescribed car parking standard, with this assessed on a case-by-case basis in the following Sections of this Transport Statement. However, it is important to note that any increased parking demand associated with the additional hotel bedrooms would likely be offset by the removal of the branded restaurant and the resultant reduction in restaurant-related parking demand.

### 5.4 Parking Demand Assessment

5.4.1 It is important to understand the anticipated parking demand likely to be generated by the site pre- and post-development in the context of the parking standards as outlined above.

5.4.2 A week-long parking survey was undertaken at the site, capturing demand between Monday 13<sup>th</sup> May and Sunday 19<sup>th</sup> May 2024. The full results of this survey are attached hereto at **Appendix E** for reference.

5.4.3 The parking survey identified a peak accumulation of 45 parked cars at 07:00 on Friday 26<sup>th</sup> which represents an occupancy rate of 42% in the context of the existing 107 spaces available.

5.4.4 When assessing the results record sheet attached hereto at **Appendix E**, it is noted that hotel room occupancy was generally high across the survey period which hence demonstrates the robustness of the results.

5.4.5 The additional 21 hotel bedrooms, which represents a 24% increase in the number of hotel bedrooms, is unlikely to substantially increase the existing parking demand. If factoring the existing peak demand up by 24%, a maximum demand for 56 parking spaces would be expected. This would continue to be well within the on-site parking capacity.

## 5.5 Cycle Parking

5.5.1 Cycle parking standards are contained within the 'London Plan', as summarised in the table below.

Use Class	Cycle Parking Standard
Hotel	Long-stay: 1 space per 20 bedrooms Short-stay: 1 space per 50 bedrooms

**Figure 7 Cycle Parking Standards**

5.5.2 As summarised in the table above, the proposals would be required to provide an additional single long-stay space – this would be provided through a Sheffield style stand, to accommodate up to two bicycles.

5.5.3 It is important to also note that Premier Inn hotels operate a 'cycle friendly' policy, permitting guests to store bicycles within their bedrooms, if preferred, which therefore increases the effective capacity for spaces at the development.

## 6 ACCESS, LAYOUT AND SERVICING

### 6.1 Access

6.1.1 All vehicular traffic currently access the site via Yeading Lane, and would continue to do so post-development.

### 6.2 Layout

6.2.1 Although minor alterations are proposed, the fundamental layout of the site would remain as existing, with all vehicles able to enter and egress the site in forward gear, including the use of the formally marked car parking spaces. Delivery and servicing activities would take place in a consistent manner with the existing procedures within the site curtilage.

### 6.3 Delivery / Servicing Activity

6.3.1 Whitbread sites containing a Premier Inn hotel and branded restaurant are served by a combined 14 servicing vehicles per week, as summarised in the table below.

Servicing Type	Weekly Visits	Typical Duration
Linen	1	30-minutes
Food	3	40-minutes
Beverage	1	45-minutes
Refuse / Recycling	3	20-minutes

**Figure 8 Existing Weekly Servicing Requirements**

6.3.2 It is not considered that the additional hotel bedrooms would require an increase in the size or frequency of servicing vehicles, with any additional demand met through existing visits.

6.3.3 As noted, delivery and service vehicles would continue to access the site via Yeading Lane and undertake deliveries and refuse collections within the site curtilage.

6.3.4 The site would continue to provide a secure refuse store which is designed to be lockable with sufficient drainage points. Bins are allocated for general waste, glass waste and mixed dry recycling. No increase in the frequency of refuse collections would be required post-development.

## 7 SUMMARY AND CONCLUSIONS

7.1.1 RGP is commissioned by Whitbread Group Plc. to provide highways and transport planning input in support of a proposed hotel extension at the London Hayes, Heathrow (A4020) Premier Inn, 362 Uxbridge Lane, Hayes, Middlesex, UB4 0HF ("the site").

7.1.2 The existing site comprises a 86-bedroom Premier Inn hotel and associated Beefeater restaurant (200 covers) which are both operated by Whitbread. Car parking is provided on-site with capacity to accommodate a total of 107 vehicles for the shared use of the hotel and restaurant.

7.1.3 The proposals involve a net 21-bedroom extension to the existing hotel, resulting in a total of 107 bedrooms, with 107 car parking spaces post-development. Access would continue to be afforded from Yeading Lane as per the existing arrangements.

7.1.4 As part of the proposals, the associated Beefeater restaurant would be removed, with a smaller restaurant provided to cater for guest meals. It is considered this would not generate any external trade.

7.1.5 Whilst the proposals would increase the number of guest bedrooms, any additional trips as a result of the proposals would be offset by the fact that the separate branded restaurant would be removed – this would also compensate for any additional car parking demand from external visitors the branded restaurant currently generated above those from hotel guests.

7.1.6 RGP makes the following conclusions from the information and assessments contained within this report:

- The existing site could generate in the order of 13 two-way movements across the AM peak, 30 across the PM peak and a total of 336 across the course of a typical day.
- The site post-development could generate in the order of 15 two-way movements across the AM peak, 13 across the PM peak and a total of 150 across the course of a typical day.
- The proposals would continue to provide adequate car parking to cater for all parking demands.
- The internal site layout would continue to provide sufficient space for delivery vehicles to manoeuvre, and vehicles to enter and egress parking spaces.
- The size and frequency of delivery vehicles to the site would not increase post-development.

7.1.7 As a result of the data and evidence presented within this Transport Statement, London Borough of Hillingdon is respectfully requested to confirm that the development proposals are satisfactory on highway and transport grounds.



## APPENDIX A



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#### HATCH LEGEND:

<span style="background-color: #f08080; display: inline-block; width: 15px; height: 15px;"></span>	RECEPTION
<span style="background-color: #ff00ff; display: inline-block; width: 15px; height: 15px;"></span>	LINEN STORE
<span style="background-color: #ffcc99; display: inline-block; width: 15px; height: 15px;"></span>	RESTAURANT

A 18/03/24 The Grapes Beefeater existing ground floor IB PM

Rev Date Description By Chk

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WHITBREAD GROUP PLC

Project  
LONDON HAYES HEATHROW PREMIER INN  
362 UXBRIDGE ROAD  
HAYES, UB4 0HF

Drawing  
EXISTING SITE PLAN

Scale 1:200 @A1 Date 30/08/23 Drawn AJB Checked

Drawing No. 6070-F 001 A Revision

Status FEASIBILITY

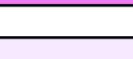
FEASIBILITY

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## APPENDIX B

## HATCH LEGEND:

-  **RECEPTION**
-  **SOLUS 2.0**
-  **LINEN**
-  **PLANT**





## APPENDIX C

## PREMIER INN PARKING STUDY – OUTER LONDON

### Survey Sites

London Kew Bridge (TW8 0BB)

London Wimbledon South (SW19 2RF)

London Edgware (HA8 5AQ)

### Trip Rates

Time Period	Hotel Vehicle Trip Rate		
	Arrivals	Departures	Two-way
AM Peak	0.03	0.10	0.14
PM Peak	0.07	0.05	0.12
<b>Daily</b>	<b>0.70</b>	<b>0.69</b>	<b>1.40</b>

**Figure 1** Premier Inn – Outer London Trip Rates

### Trip Generation

#### Existing

The above Trip Rates have been applied to the existing 86-bedroom Premier Inn London Hayes, Heathrow (North A4020).

Time Period	Hotel Vehicle Trip Generation		
	Arrivals	Departures	Two-way
AM Peak	3	9	12
PM Peak	6	4	10
<b>Daily</b>	<b>60</b>	<b>59</b>	<b>120</b>

**Figure 2** London Hayes, Heathrow (North A4020) Premier Inn Trip Generation (Existing)

**Proposed**

The above Trip Rates have been applied to the proposed 107-bedroom London Hayes, Heathrow (North A4020) Premier Inn.

Time Period	Hotel Vehicle Trip Generation		
	Arrivals	Departures	Two-way
AM Peak	3	11	15
PM Peak	7	5	13
<b>Daily</b>	<b>75</b>	<b>74</b>	<b>150</b>

**Figure 3      London Hayes, Heathrow (North A4020) Premier Inn Trip Generation (Proposed)**



## APPENDIX D

## WHITBREAD RESTAURANT TRIP RATES

### Survey Sites

Enfield (EN3 7XY) – Table Table

Ilford (IG4 5BG) – Beefeater

Romford (RM1 3EN) – Table Table

### Trip Rates

Time Period	Restaurant Vehicle Trip Rate		
	Arrivals	Departures	Two-way
AM Peak	0.002	0.002	0.004
PM Peak	0.073	0.029	0.102
<b>Daily</b>	<b>0.530</b>	<b>0.550</b>	<b>1.080</b>

**Figure 1** Whitbread Restaurant Trip Rates

### Trip Generation

The above Trip Rates have been applied to the Beefeater restaurant at the Premier Inn London Hayes, Heathrow (North A4020) site.

Time Period	Restaurant Vehicle Trip Generation		
	Arrivals	Departures	Two-way
AM Peak	-	-	1
PM Peak	15	6	20
<b>Daily</b>	<b>106</b>	<b>110</b>	<b>216</b>

**Figure 2** Premier Inn London Hayes, Heathrow (North A4020) Beefeater Trip Generation



## APPENDIX E

Premier Inn



## Parking Survey 2024

- Hotel Name – London Hayes, Heathrow (North A4020)
- Total Number of Hotel Bedrooms – 86
- Total Number of Car Park Spaces - 107

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
07:00	14	25	26	35	38	26	45
10:00	9	18	9	16	21	24	20
13:00	10	8	11	20	18	19	14
16:00	8	21	8	22	12	19	13
19:00	22	33	31	23	13	36	17
22:00	28	32	35	26	22	38	28
Number of hotel rooms sold	70	68	71	67	61	83	62

WHITBREAD



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