

SUSTAINABLE FLEET MANAGEMENT PLAN

PROLOGIS PARK HEATHROW – UNIT C

MAY 2015

SUSTAINABLE FLEET MANAGEMENT PLAN

PROLOGIS PARK HEATHROW – UNIT C

Gate Gourmet

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EXECUTIVE SUMMARY

WSP | Parsons Brinckerhoff has been commissioned by Prologis UK Ltd to prepare a Sustainable Fleet Management Plan (SFMP) to discharge Condition 8 of planning permission 18399/APP/2013/1019.

Planning permission was granted in 2013 for Units C and D (Use Class B8) with ancillary offices, associated car parking, access and associated landscape works within the existing Prologis Park Heathrow development, which originally gained planning consent in 2004.

The relevant planning policy has been reviewed and this provides guidance when developing a SFMP.

Gate Gourmet is currently operating on Prologis Park and is the intended occupier of Unit C (also known as Unit DC5). Gate Gourmet is currently operating 40 vehicles within their fleet on Prologis Park. Each vehicle is procured within the sustainable EU6 engine standard and is compliant with the London Low Emission Zone.

Drivers are given extensive training about efficient vehicle usage and telematics technologies are used to monitor and achieve more fuel-efficient driving.

This SFMP demonstrates Gate Gourmet is operating a vehicle fleet that is both sustainable and environmentally responsible. Gate Gourmet will continue to maintain this high standard in its occupation of Unit C and integrate further recommendations presented in this report.

Recommendations include continuing to procure and implement technologies that support clean fuels and fuel efficiency, the appointment of a 'Fuel Champion', and on-going driver training.

1 INTRODUCTION

1.1 PREAMBLE

1.1.1 WSP | Parsons Brinckerhoff has been commissioned by Prologis UK Ltd to prepare a Sustainable Fleet Management Plan (SFMP) for purposes of addressing the requirements of condition 8 of planning permission 18399/APP/2013/1019.

1.1.2 An SFMP will contribute towards environmental targets and improve operational efficiencies to provide benefits for both the local community and Gate Gourmet. The SFMP will deliver a number of benefits including:

- Reducing the overall emissions generated by the company's vehicle fleet through technology and utilisation of cleaner fuels, and as a result of this improving the general air quality for the local community.
- Integration of additional efficiencies that will deliver both journey time savings and overall cost effectiveness.
- Improving operational efficiencies through reduced fuel usage and effective servicing and maintenance of vehicles.

1.1.3 Current performance including opportunities for improvement, implementation and monitoring of measures at Gate Gourmet is reviewed in three main categories including transport demand management, cleaner fuels and technologies, and efficient vehicle usage.

1.2 REPORT STRUCTURE

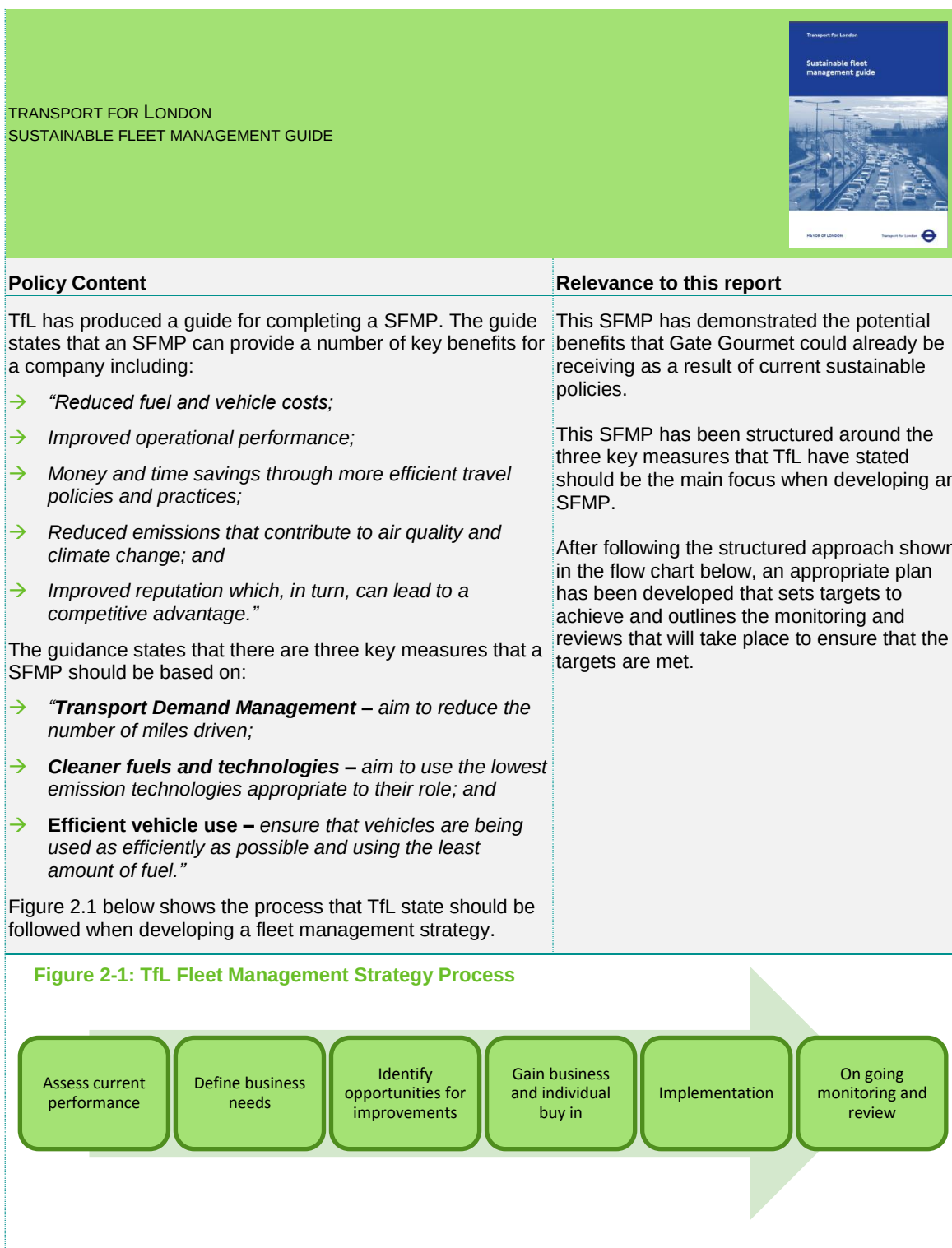
1.2.1 The report is structured as follows:

- **Chapter 2:** Reviews national and local policies appropriate to the proposed development.
- **Chapter 3:** Reviews the current operation of Gate Gourmet and the outlines the proposed development.
- **Chapter 4:** Analyses the transport demand management aiming to reduce the number of miles driven.
- **Chapter 5:** Discusses the opportunities available for adopting cleaner fuels and technologies.
- **Chapter 6:** Discusses the opportunities available for improving efficient vehicle use.
- **Chapter 7:** Sets out a framework for how the targets will be monitored and reviewed.
- **Chapter 8:** Provides the conclusions of the SFMP.

2 POLICY CONTEXT

2.1.1

This section reviews the relevant planning policy in relation to sustainable fleet management.



TRANSPORT FOR LONDON
SMARTER WORKING GUIDE



Policy Content

Within the Fleet Management Guide TfL referenced the Smarter Working guide as a source for further information on some topics.

The Smarter Working guide states that *“Smarter working describes practical methods that help employers move away from a rigid view of how and when people can work effectively. By introducing flexible working practices employers can put themselves in a stronger position.”*

The smarter working guide then goes on to state that the employer can *“become more efficient and productive by:*

- *Fulfilling customer expectations;*
- *Turning around orders around more quickly;*
- *Reducing overheads on property;*
- *Bringing down levels of absenteeism;*
- *Saving costs of fuel and parking; and*
- *Emitting less carbon dioxide, Scope 3 greenhouse gases and reduce PM₁₀ emissions.*

The guide discusses the opportunities available for alternative business travel this includes measures such as telephone and video conferencing.

The guide also describes the corporate and social responsibility benefits that include *“putting an organisation in a position being a ‘employer of choice”* and how this can widen the pool of potential people for recruitment.

Relevance to this report

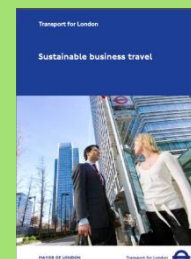
The area of particular relevance to this SFMP is saving on costs of fuel and parking and reducing emissions.

Through use of the vehicle telematics technology, this will help to reduce the overall number of vehicular trips required, through efficiency savings and as a result of this reducing costs spent on fuel and reducing total emissions by the fleet.

This SFMP also reviews the opportunities available for wider usage of telephone and video conferencing to further reduce vehicular trips required.

Through the development of an SFMP it is considered that Gate Gourmet is fulfilling its corporate and social responsibility and is aiming to put the organisation in a position to be *“an employer of choice.”*

TRANSPORT FOR LONDON SUSTAINABLE BUSINESS TRAVEL



Policy Content

Within the Fleet Management Guide TfL referenced the Sustainable business travel guide as a source for further guidance on some topics.

The guide states that *“Sustainable business travel is concerned with managing the costs, social impacts and environmental consequences generated by the use of different modes of business travel.”*

According to the guide to achieve management of business travel the following measures should be implemented:

- **“Reducing the need to travel – Avoiding unnecessary journeys and finding alternatives to travel**
- **Remode to alternative means of travel – reducing carbon dioxide and congestion while potentially making better use of travel time;**
- **Reduce vehicle use and improve the efficiency of operation - minimising waste, optimising fuel and using clean technologies where appropriate.**

Relevance to this report

Through the measures that have been promoted and implemented, including optimising vehicle type, journey length and vehicle telematics it is likely that the costs and environmental consequences associated with fleet travel will be reduced.

As part of reducing the need to travel, the implementation of trip planning software and telematics will have likely enabled a reduction in vehicle trips.

The incentives proposed to be available for employees to ‘remode’ to sustainable transport for business trips will contribute towards this aim.

THE FURTHER ALTERATIONS TO THE LONDON PLAN (2015) THE LONDON PLAN: CONSOLIDATED WITH ALTERATIONS SINCE 2011, MARCH 2015



Policy content

The Further Alterations to the London Plan (2015) was adopted in March 2015 and replaces and incorporates all other previous London Plan iterations.

The London Plan aims to ensure that London’s transport system is easy, safe and convenient for everyone and encourages cycling, walking and use of electric vehicles.

The London Plan recognises that transport plays a fundamental role in addressing the whole range of spatial planning, environmental, economic and social policy priorities.

Policy 6.1 stresses the importance of closer integration of transport and development.

Relevance to this report

This SFMP is directly related to the important role that transport plays, and integrates development and transport planning with strategic measures designed to reduce the fleet impact.

3 CURRENT OPERATION AND DEVELOPMENT OVERVIEW

3.1 CURRENT OPERATION

- 3.1.1** The Prologis Park Heathrow site is located approximately 0.5km north of Junction 4 of the M4 motorway, to the east of the A408 Stockley Road. Heathrow Airport is located approximately 2km to the south of the site. Hayes town centre lies 2km to the east and West Drayton town centre 2km to the west.
- 3.1.2** Gate Gourmet currently operates 40 vehicles within its fleet from the existing unit at Prologis Park comprising the following:
- 23 Catering high loaders (15 tonnes);
 - 14 support vehicles (up to 3.5 tonnes); and
 - one 7.5 tonne vehicle and two 18 tonne vehicle rentals.
- 3.1.3** The majority of vehicle trips are a relatively short distance between Prologis Park and Heathrow Airport and have an estimated two-way journey distance of approximately five miles

3.2 DEVELOPMENT OVERVIEW

- 3.2.1** Planning permission was granted in 2013 for Units C and D (Use Class B8) with ancillary offices, associated car parking, access and associated landscape works within the existing Prologis Park Heathrow development, which originally gained planning consent in 2004.
- 3.2.2** The SFMP seeks to address the requirements of condition 8 of planning permission 18399/APP/2013/1019. Unit C is located at the northern end of Prologis Park Heathrow, and was constructed as part of the third phase of development, completed in December 2014. It has not yet been occupied. The intended occupier of Unit C is Gate Gourmet.

4 TRANSPORT DEMAND MANAGEMENT

4.1 INTRODUCTION

- 4.1.1 The primary objective of transport demand management is to reduce the overall mileage travelled by the vehicle fleet. This can be achieved by analysing current transport demand and identifying opportunities for improvement.

4.2 CURRENT TRANSPORT DEMAND MANAGEMENT

- 4.2.1 To ascertain current transport demand a questionnaire was sent to Gate Gourmet, this included questions directly related to reducing mileage. The results of this are discussed below.
- 4.2.2 Gate Gourmet confirmed they monitored fuel consumption and costs through the use of vehicle telematics implemented in 2015 and the volume of fuel is monitored from their facility. This information is then reported weekly.
- 4.2.3 Vehicle telematics and digital tachograph reports are used to monitor mileage and fuel economy. This data can then be used to implement additional route efficiencies where individual vehicle mileage is greater than average.
- 4.2.4 Regarding mileage and fuel economy targets, the vehicle telematics technology enables Gate Gourmet to identify individuals that are consistently at the top of the league table and allows them to educate staff on a regular basis as to how they can reduce vehicle mileage.
- 4.2.5 Staff are encouraged to use sustainable transport to travel to work including car sharing, cycle and use of public transport. Cycle parking provision is located on the existing site for staff to utilise. Video and audio conferencing is also used for business meetings through Microsoft Lync enabling staff to interact without requiring vehicle travel.

4.3 SUSTAINABLE BENEFITS

- 4.3.1 Gate Gourmet have already implemented a number of sustainable measures and technologies that are contributing towards effective transport demand management, the benefits of these are summarised in **Table 4.1** below. The intention is to implement the same measures in Gate Gourmet's operations and occupation of Unit C.

Table 4-1 Benefits of Sustainable Measures

Sustainable Measures	Benefits
Satellite navigation and trip planning software	→ Modern satellite navigation and trip planning software calculate the most time efficient routes for fleet travel taking into account real time traffic information. This enables travel along the most efficient roads increases fuel conservation and save time. → The Telogis Telematics that have been implemented enable an effective and efficient method to use satellite navigation and trip planning software to respond to real time traffic information to reduce overall mileage of the fleet.

Sustainable Measures	Benefits
Business trips sustainable transport	→ Gate Gourmet staff are encouraged to use sustainable transport where possible and there are sustainable transport facilities that are available on site including cycle parking. → Through use of sustainable transport modes this can further reduce the 'carbon footprint' of Gate Gourmet and will reduce the overall mileage of staff and provide health benefits.
Video and Audio Conferencing	→ Through the use of video and audio conferencing software that has been implemented this could potentially result in a reduction of the need to have meetings in person and therefore reduce the number of vehicle trips and fuel usage.
Vehicle Telematics	→ Vehicle telematics allow tracking of company vehicles and will enable the company to review employee movements and reduce driving outside of company routes. → Employee movements are analysed and reported weekly and staff are educated accordingly.

4.4

IMPLEMENTATION AND OPPORTUNITIES FOR IMPROVEMENT

4.4.1

It is important to plan how potential measures can be implemented into company policy. **Table 4.2** below considers how the opportunities could be implemented and potential areas of improvement.

Table 4-2: Implementation and Opportunities for Improvement

Measures	Implementation and Opportunities for Improvement
Satellite navigation and trip planning software	→ This software has been implemented into the fleet. Opportunities to improve this include regular checks that the satellite navigation software is updated to reflect any road changes.
Business trips sustainable transport	→ Sustainable travel is already actively encouraged for staff at Gate Gourmet. → An opportunity to improve the uptake of sustainable travel could involve incentives for staff including offering subsidies or cycle vouchers to encourage purchasing bikes. → Other opportunities include encouraging the use of public transport by offering trial tickets to show staff the convenience of local services.
Video and Audio Conferencing	→ Video and audio conferencing has been implemented at Gate Gourmet, face to face meetings can continue to be reviewed and assessed as to whether they are necessary or can be replaced with the conferencing software.

Measures	Implementation and Opportunities for Improvement
Vehicle Telematics	→ The appointment of a 'fuel champion' is suggested to regularly monitor the results of the vehicle telematics data with the brief to review further route efficiencies that could be achieved. → When new vehicles are purchased and integrated into the fleet to replace older vehicles, these vehicles will continue to be fitted with telematics systems so effective tracking can take place to ensure vehicles are maintaining the company desired routes. This will result in a 'rolling' upgrade to the fleet over a period of time.

5 CLEANER FUELS AND TECHNOLOGIES

5.1 INTRODUCTION

- 5.1.1 The cleaner fuels and technologies review focuses on using the lowest emission vehicles that are appropriate to the task.

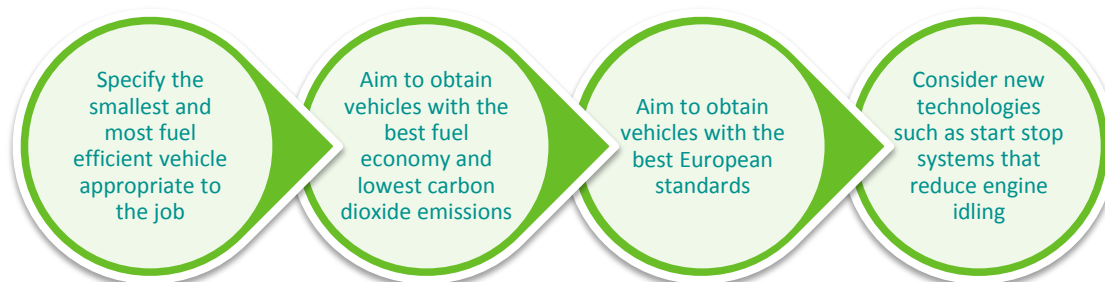
5.2 CURRENT PERFORMANCE

- 5.2.1 The questionnaire results show all vehicles within the fleet meet the most recent environmental regulations regarding vehicle emissions. The Heathrow Airport perimeter road that is used daily by Gate Gourmet is a part of the Low Emission Zone (LEZ) in London. All vehicles in the fleet also operate below this level.
- 5.2.2 All vehicles are procured to the highest standards that are available at the time, including current commercial vehicles that are compliant with EU6 regulations.
- 5.2.3 There are reports on a monthly basis that track the amount of waste produced, energy consumed and the amount of diesel and gas that are used. There is an environmental internal working group that are working on a project to increase recycling and conservation of utilities. These initiatives will continue to be followed by Gate Gourmet at Unit C.

5.3 OPPORTUNITIES FOR IMPROVEMENT

- 5.3.1 When assessing the opportunities available for cleaner fuels and technologies it is important to consider a number of variables to form a part of the decision making process. **Figure 5.1** below shows the suggested process from the TfL SFMP guide.

Figure 5-1: TfL Cleaner Fuels and Technologies guidance



- 5.3.2 This process has been considered when assessing the opportunities to implement cleaner fuels and technologies. The vehicles that have been procured are the most fuel efficient appropriate for the job and Gate Gourmet aims to use vehicles with the best fuel efficiency and lowest carbon emissions that comply with European standards.
- 5.3.3 **Table 5.1** reviews potential areas of improvement in the procurement process.

Table 5-1: Potential areas of improvement

Area of Improvement	Implementation
Consider new technologies	Advances have been made at Gate Gourmet in 2015 regarding new technologies (vehicle telematics). Potential options to consider when older vehicles are replaced include the introduction of electric vehicles into the fleet, which would suit the typical round trip delivery journey of approximately five miles.
On-going review of new technologies and cleaner fuels	It is recommended that there is an annual review regarding technological advances to ascertain the relevance to Gate Gourmet's fleet and whether these advances can be implemented to achieve efficiencies

5.4

SUMMARY

5.4.1

All vehicles at Gate Gourmet are procured to the sustainable EU6 engine regulations and are operated within the London LEZ. As the appropriate vehicles are already being used, it is recommended that there should be ongoing reviews and consideration of new technologies and cleaner fuels that are developed in the future.

6 EFFICIENT VEHICLE USE

6.1 INTRODUCTION

6.1.1 Efficient vehicle use can involve different measures such as driver performance and regular vehicle maintenance.

6.2 CURRENT PERFORMANCE

6.2.1 All vehicles in the fleet are road legal and therefore operate under strict guidelines within Gate Gourmet's operator license requirements. Vehicles above 3.5 tonne are subject to safety inspections and services (preventative maintenance) every 10 weeks. The support fleet are inspected and serviced twice per year. All catering vehicles are inspected by nominated engineers every six months. In addition to this all vehicles are subject to a 12 month service plan. Regular maintenance can result in fewer breakdowns, increased fuel economy and efficient vehicle use.

6.2.2 There is an extensive training programme for all drivers and as part of airport regulations there is training to improve fuel efficient driving. Further to this, league tables have been introduced using the telematics technology that will be shared with staff. However, driver handbooks are not presently distributed with advice on how to save fuel. All these measures and training initiatives will be used for the new vehicle fleet and new staff at Unit C.

6.3 OPPORTUNITIES FOR IMPROVEMENT AND IMPLEMENTATION

6.3.1 Gate Gourmet's vehicle fleet is already maintained in accordance with operator license requirements and there is an extensive training programme for drivers. **Table 6.1** below considers some potential areas of improvement.

Table 6-1: Opportunities to improve efficient vehicle use

Area of Improvement	Opportunities available
Driver Training	There is extensive driver training available to staff, however there are no efficient vehicle usage handbooks available for consolidation of learning, it suggested that these are created to further promote efficient vehicle usage
Vehicle Telematics Technology	In 2015 this technology was implemented into all fleet vehicles and the company will be sharing this information with staff. League tables will provide staff with added incentives to drive as efficiently as possible.

7 ON-GOING MONITORING AND REVIEW

7.1 INTRODUCTION

7.1.1 Gate Gourmet has implemented a range of measures to achieve a sustainable fleet as discussed in previous sections and these will be carried across to its occupation and operation at Unit C at Prologis Park. Within these sections several measures were identified to improve overall sustainability and increase company efficiency. These are reviewed in **Table 7.1** below.

7.1.2 It is important to monitor and review implementation of these measures to ensure overall effectiveness and progress. Therefore a suggested timescale for implementation and review is presented in **Table 7.1**.

Table 7-1 Target Monitoring and Review Timescale

Measures	Implementation Timescale	Monitoring and Review Timescale
On-going review of new fuels and technologies	Annually	Annually
Appointment of 'Fuel Champion'	September 2015	Annually
Consider New Technologies	Annually	Annually
Efficient Vehicle Usage Handbook	September 2015	2016
League Table Prizes	September 2015	2016
Update Satellite Navigation Software	-	Annually
Sustainable Transport Incentives	September 2015	2016

8

CONCLUSION

8.1.1

This SFMP has been produced in line with relevant guidance and demonstrates Gate Gourmet is operating a vehicle fleet that is both sustainable and environmentally responsible. The initiatives, measures, procedures and training associated with its sustainable management and operation of its fleet will continue in the occupation and operation of Unit C by Gate Gourmet. The company will continue to maintain this effort and implement the improvements outlined in this report.

Appendix A

**SUSTAINABLE FLEET MANAGEMENT QUESTIONNAIRE: GATE
GOURMET**

SUSTAINABLE FLEET MANAGEMENT QUESTIONNAIRE

MARCH 2015

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MARCH 2015

Gate Gourmet

Confidential

Project no: 70010776

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1 QUESTIONNAIRE

1.1.1

This questionnaire is designed to capture information on Gate Gourmet's existing vehicle fleet operations and management policies at Prologis Heathrow to inform preparation of a Sustainable Fleet Management Plan. The questionnaire is based on the checklist found in the TfL Sustainable Fleet Management Guide Appendix 1.

1.2

GENERAL INFORMATION

1) How many company vehicles do you currently have in your fleet?

2) What type of vehicles are they?

3) What are your typical destinations? (if possible please give an estimate of average journey distance)

1.3

BUSINESS ENVIRONMENTAL SUSTAINABILITY POLICIES

4) Do you have an environmental vehicle fleet policy?

☐ YES

☐ NO

If yes, please provide an outline of this:

- 5) **Do you have a health and safety policy regarding the use of fleet and private vehicles?** (For example insurance checks, driver training etc.)

☐ YES

☐ NO

If yes, please provide an outline of this:

- 6) **Do you carry out environmental reporting?** (For example ISO 14001)

☐ YES

☐ NO

If yes, please provide an outline of this:

- 7) **Do you have any other sustainability management programmes in place?** (For example an active workplace travel plan or delivery and servicing plan etc.)

☐ YES

☐ NO

If yes, please provide an outline of this:

- 8) **Do you have any specific policies related to 'grey fleet'?**

☐ YES

☐ NO

If yes, please provide an outline of this:

9) Do you have any specific policies related to fleet procurement? (such as maximum engine emissions, fuel efficiency etc.)

☐ YES

☐ NO

1.4 FLEET PERFORMANCE MONITORING

10) Do you monitor fuel consumption and costs?

☐ YES

☐ NO

If yes, please provide an outline of this process:

11) Do you monitor the mileage of your company vehicles?

☐ YES

☐ NO

If yes, please provide an outline of this process:

12) Do you monitor the fuel economy of your company vehicles? (For example analysis of fuel car data?)

☐ YES

☐ NO

If yes, please provide an outline of this process:

13) Do you set any mileage or fuel economy targets?

☐ YES

☐ NO

If yes, please provide an outline of this:

1.5 REDUCING MILEAGE

14) Do you use any satellite navigation or trip planning software?

☐ YES

☐ NO

If yes, please provide an outline of this:

15) Do you use vehicle telematics to monitor and track vehicles?

☐ YES

☐ NO

If yes, please provide an outline of this:

16) Are there any incentives available for staff to use sustainable transport for business trips? (Including car shares, cycling or public transport).

☐ YES

☐ NO

If yes, please provide an outline of this:

17) Do you use video and audio-conferencing for business meetings?

☐ YES

☐ NO

If yes, please provide an outline of this:

1.6

EFFICIENT VEHICLE USAGE

18) Do you distribute a driver handbook with advice on how to save fuel?

☐ YES

☐ NO

19) Do you provide driver training to improve fuel efficient driving?

☐ YES

☐ NO

If yes, please provide an outline of this:

