

Operational Management Plan: Delivery Partner Strategy

Waitrose & Partners, 9 Kingsend, Ruislip

Planning Ref: 36969/APP/2025/2303

Discharge of Conditions 4 & 5

1.0 Introduction

Project Background & Purpose

- 1.1 This Operational Management Plan (OMP) has been prepared by Glanville Consultants on behalf of Waitrose & Partners. It sets out the detailed management strategy for the operation of the new On-Demand Grocery (ODG) Hatch at the Waitrose store in Ruislip, which was granted approved planning consent by the London Borough of Hillingdon on 23 January 2026.
- 1.2 The purpose of this document is to define the operational protocols that will govern the interaction between the store, third-party delivery partners (e.g., Deliveroo, UberEats, Just Eat), and the local community. It serves as a standalone compliance manual for the Branch Manager to ensure that the commercial operations of the ODG service does not compromise the amenity of neighbouring residents or the safety of the public highway.
- 1.3 Specifically, this OMP details the measures required to:
- Manage the arrival and parking of delivery riders;
 - Discourage the improper use of pedestrian footpaths within the site by cyclists;
 - Establish a robust reporting mechanism for anti-social behaviour; and
 - Satisfy the prior to operation planning conditions attached to the site's consent.

Site Context & Strategic Location

- 1.4 The application site is the existing Waitrose supermarket located at 9 Kingsend, Ruislip, HA4 7DS. The site is situated immediately adjacent to Ruislip Town Centre and is highly accessible via the local transport network:
- **Vehicular Access:** The primary access and egress for both customers and service vehicles is provided via a priority junction on Wood Lane.
 - **Pedestrian/Cycle Access:** In addition to the Wood Lane frontage, pedestrian access is also available from West End Road (A4180) to the east.
 - **Public Transport:** The site benefits from excellent connectivity, being located approximately 150m from Ruislip Underground Station (Metropolitan and Piccadilly Lines) and the associated bus interchange.
 - **Surrounding Context:** The site is bordered by residential properties to the north and west. Consequently, the management of noise and rider behaviour is an important consideration for this location.
- 1.5 The site location and local highway network are illustrated in Figure 1 (Site Location Plan) attached at Appendix A.

Planning History & Engagement

- 1.6 The Planning Application (Ref: 36969/APP/2025/2303) was submitted to the London Borough of Hillingdon on 3rd September 2025. During the determination period, Local Planning Officers raised concerns regarding the potential impact of third-party delivery riders on the surrounding public highway, specifically regarding the use of footpaths and potential congestion in the Waitrose store car park.
- 1.7 Following a period of constructive negotiation between the Applicant's design team and the Local Planning Authority, a pragmatic solution was agreed upon. It was acknowledged that while the store cannot strictly "enforce" the behaviour of third party delivery riders on the public highway, it can implement a robust "Management and Reporting" regime to mitigate these risks.
- 1.8 The application was subsequently approved by the Planning Committee, and the Decision Notice was issued on 23rd January 2026.

Planning Conditions

- 1.9 This document has been produced specifically to assist with the discharge Conditions 4 and 5 of the above planning consent. The full wording of these conditions is set out below for reference:
- 1.10 **Condition 4 (Cycle Parking)** *"Prior to the approved delivery hatch becoming operational, details of the signage and anchor points that will be provided for the parking space dedicated for use by delivery riders, as shown on approved plan ref. 11469-BAR-CR-ZZ-DR-T-01010_S2-P03, shall be submitted to and approved in writing by the Local Planning Authority. The signage should convey the message that the parking space is for the exclusive use by delivery riders. The approved signage and anchor points shall be installed and made available for use prior to the first operation of the delivery hatch and thereafter they shall be maintained and retained for the lifetime of the development."*
- 1.11 **Condition 5 (Operational Management Plan)** *"Prior to the approved delivery hatch becoming operational, an Operational Management Plan for the use and monitoring of the delivery hatch shall be submitted to and approved in writing by the Local Planning Authority. The approved Operational Management Plan shall thereafter be implemented in full and retained for the lifetime of the development."*

The Operational Management Plan shall include (but not be limited to) details of:

- a) How the delivery collection hatch will be operated by the store, including operation hours.*
- b) The collection procedure that delivery collection riders must follow in order to utilise the delivery hatch, which should include but not be limited to the parking of cycles within the designated parking space and not loitering in and around the site for long periods of time around collection of deliveries.*
- c) The management and reporting procedure to be utilised by the store to identify riders who do not follow the collection procedure and, where possible, report them to the relevant delivery platform.*
- d) Measures to discourage the improper use of pedestrian footpaths that run through the site by delivery drivers, such as clear site signage and advisory instructions to riders regarding approved access routes.*
- e) The methods of communication that will be utilised between parties of interest, including the relevant delivery apps and riders, in order to communicate the site rules and facilitate the reporting of breaches to the delivery platform.*
- f) A review and monitoring procedure, including how complaints relating to behaviour of delivery riders will be logged and raised with the relevant delivery platform."*

Condition 5 Compliance Guide

- 1.12 The bullet points below identify where each specific requirement of Condition 5 is addressed within this OMP:
- a) **Condition 5(a) Operating Hours:** See Paragraph 3.1
 - b) **Condition 5(b) Collection & Parking:** See Paragraphs 3.2 – 3.3
 - c) **Condition 5(c) Rider Behaviour:** See Paragraphs 5.1 – 5.2
 - d) **Condition 5(d) Footpath Management:** See Paragraphs 4.1 – 4.3
 - e) **Condition 5(e) Reporting Mechanism:** See Paragraph 5.2
 - f) **Condition 5(f) Complaints Log:** See Paragraphs 6.1 – 6.3

Condition 4 Compliance (Cycle Parking)

- 1.13 In direct response to Condition 4, a technical drawing detailing the specific location and specification of the delivery cycle parking has been prepared. While this drawing (B&R Drawing 11469-BAR-CR-ZZ-DR-T-01011_S2-P01) has been submitted formally to the Local Planning Authority as part of the discharge of conditions application package, a copy is included within Appendix B of this document for ease of reference.

2.0 Existing Site Conditions

Store Trading Profile

2.1 The application site operates as an established supermarket. The core trading hours for the main store are as follows:

- Monday – Saturday: 08:00 – 21:00
- Sunday: 10:00 – 16:00

Note: The ODG service operates as an ancillary function and extends slightly beyond these core hours to meet customer demand for breakfast/late evening deliveries (see Section 3.1).

Car Parking & Vehicular Access

2.2 Vehicular access to the customer car park is derived solely from Wood Lane via a priority junction. The on-site car park is managed to ensure turnover for customers and comprises a mix of standard, Blue Badge, and Parent & Child spaces.

- **Total Capacity:** approx. 240 spaces.
- **Composition:** The layout includes designated Blue Badge parking adjacent to the store entrance and Parent & Child bays.
- **Cycle Parking:** Existing customer cycle parking (Sheffield Stands) is located near the main store entrance, separate from the proposed delivery infrastructure.

Service Yard & Commercial Access

2.3 The service yard area is located to the rear of the site. Access to this area is derived from Kingsend and is strictly controlled for the use of Heavy Goods Vehicles (HGVs) and authorised service vehicles only, with exception being access for residents that are located to the immediate north of the service yard site boundary.

- **Signage:** Existing signage is in place at the service yard entry point explicitly stating "Pedestrian Access for Residents Only", "Service Vehicle Only", "Permit Holders Only" and "Danger Vehicles Turning"
- **Relevance to ODG:** It is critical to note that the approved ODG Hatch is located on the elevation facing the railway lines, accessed via the main customer car park (as detailed in Section 3.2 below). This location was selected specifically to keep delivery riders separate from the heavy goods manoeuvring area in the rear service yard, ensuring a complete segregation of vehicle types.

Pedestrian & Cycle Permeability

2.4 The site is highly permeable for pedestrians, with access points from both Wood Lane and West End Road. However, a clear legal and operational distinction exists regarding the use of these routes:

- **Pedestrian Access:** Dedicated footpaths wrap around the building frontage, providing safe connectivity between the store and the town centre.

- **Cycle Restrictions:** It is explicitly noted that these internal footpaths are for pedestrian use only. Cycling on these paths is prohibited to ensure the safety of vulnerable pedestrians.
- **Compliance & "Good Neighbour" Policy:** During the planning determination, concerns were raised by the Local Planning Authority and local resident groups regarding the potential for delivery riders to use these footpaths as "shortcuts." Waitrose & Partners takes these concerns seriously. As a responsible neighbour, the Partnership has committed to the robust "Dismount & Discourage" strategy detailed in Section 4.0 to directly address these perceived issues and prioritize pedestrian safety.



3.0 ODG Operational Strategy

Operating Hours (Condition 5a)

3.1 The On-Demand Grocery (ODG) service will operate within the following fixed window, as permitted by the planning consent:

- **Authorised Collection Hours:** 07:00 – 22:30 (Daily).

3.2 To ensure robust compliance, the operation is managed via the aggregator's software platform (e.g., the delivery tablet). This system is configured to automatically suspend the acceptance of new orders 15 minutes prior to the cut-off time. This "hard stop" prevents riders from being dispatched to the site after hours, eliminating the risk of late-night noise in the car park.

Arrival & Parking Strategy (Condition 5b)

3.2 To prevent conflict between third-party delivery partners and Waitrose customers, a segregated parking strategy has been implemented.

- **Dedicated Delivery Bay:** A specific "Delivery Partner Bay" has been demarcated within the car park area, as shown on the Site Block Plan in Appendix A.
- **Segregation Principle:** This bay is located to minimize cross-over with the primary customer trolley routes to / from the entrance to the store.
- **Cycle Infrastructure (Condition 4):** In accordance with Condition 4, 3no. Sheffield Cycle Stands (providing secure parking for 6 bicycles) are installed within the delivery bay. These stands are spaced at 1000mm intervals to align with London Cycling Design Standard requirements for cargo bike accessibility.
- **Drawing Reference:** The specific location of these stands is detailed on B&R Drawing 11469-BAR-CR-00-DR-A-01011_S2-P01 attached at Appendix B.

The Collection Loop

3.3 The collection process is designed to be rapid and frictionless to minimise "dwell time" on site:

- **Notification:** The Rider receives a "Ready for Collection" notification via their App only when the order is picked and packed.
- **Arrival:** The Rider enters the site via the Wood Lane vehicular access and proceeds directly to the Dedicated Delivery Bay.
- **Collection:** The Rider proceeds on foot to the ODG Hatch window (bypassing the main store entrance).
- **Departure:** Once the package is secured, the Rider departs immediately via the vehicular exit at Wood Lane. Loitering or "camping" for future orders is actively discouraged by the store management team.

4.0 Footpath Management Strategy (Condition 5d)

The "Discourage" Principle

- 4.1 To satisfy Condition 5(d), Waitrose & Partners has adopted a strategy to "discourage" the use of pedestrian footpaths by delivery riders. This strategy relies on clear instruction, physical signage, and platform reporting rather than physical barriers which could impede legitimate pedestrian access or wheelchair users.

Signage Strategy

- 4.2 Clear visual cues are critical to changing rider behaviour. The following signage strategy is proposed to be adopted (see Signage Pack at Appendix B):

- **Instructional Signage and Placement:** "Delivery riders to enter via Wood Lane" signs will be installed at key footpath entry point at West End Road and at the junction to the Service Yard at Kingsend.
"Delivery riders to exit via Wood Lane" signs are will be installed at the footpath entry points to the internal footpaths running parallel to the northern and southern building edges from the Waitrose store car park.
"Parking for delivery riders only" signs will be provided at the entrance to the dedicated parking space area that will be made available for delivery bikes.
- **Specification:** To ensure visibility to riders moving at speed, the car park space end point sign is proposed to be 706x840mm. The access and egress signs are proposed to be 350x330mm.

Rider Communication (Digital)

- 4.3 In addition to physical signage, instructions are pushed digitally to the riders:
- **Aggregator Notes:** The "Rider Notes" section of the delivery app will explicitly state: "Enter via Wood Lane Vehicle Entrance Only. Do not use pedestrian footpaths or the Service Yard vehicle access at Kingsend."
 - **Partner Briefing:** Store Partners manning the ODG hatch will be trained to verbally remind riders to use the vehicle exit if they are seen attempting to use the footpaths.

5.0 Management & Reporting Procedure (Condition 5c & 5e)

Scope of Authority

- 5.1 It is acknowledged that delivery riders are third-party independent contractors and not employees of Waitrose. Consequently, the store cannot enforce disciplinary action directly (e.g., employment termination). However, Waitrose retains the right to refuse service to any individual who compromises the safety of its customers or staff.

The "Report and Request" Protocol

- 5.2 Waitrose operates a tiered management protocol:

- **Level 1 (Request):** Store Partners will politely request any non-compliant riders to move their vehicle or dismount from footpaths.
- **Level 2 (Report):** Riders who fail to comply, or who exhibit anti-social behaviour, will be identified via their Order Number or Vehicle Registration (where visible).
- **Level 3 (Aggregator Action):** The Store Manager will report the specific Rider ID to the relevant platform (e.g., Deliveroo/Uber) via the Merchant Portal. The platform will then handle disciplinary action in accordance with their own Supplier Code of Conduct, which may include suspension from the platform.

6.0 Complaints Log (Condition 5f)

Maintenance of Records

- 6.1 A "Delivery Feedback Log" will be maintained by the Branch Manager electronically or in the site office.

Logging Procedure

- 6.2 Any complaints received from the public regarding rider behaviour will be recorded in this log, detailing:

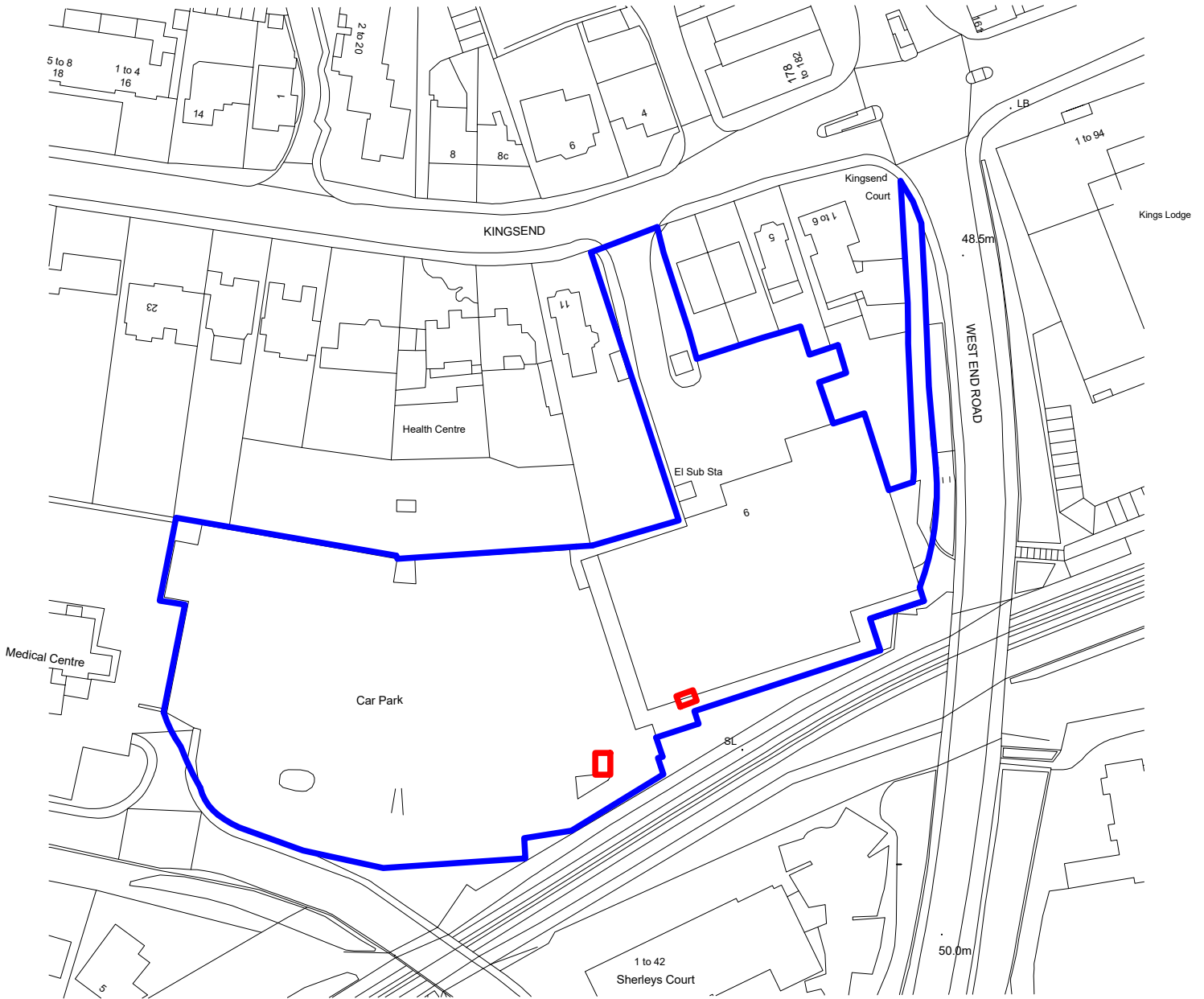
- Date and time of incident;
- Nature of the complaint (e.g., noise, footpath use, parking);
- Rider details (if known/provided); and
- Action taken (e.g., reported to platform).

Review

- 6.3 These records will be used to identify persistent issues and inform ongoing reporting to the delivery platforms to ensure continuous improvement in rider behaviour.

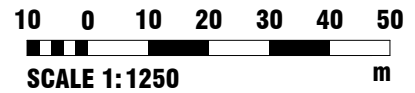
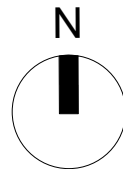
Appendix A.





BOUNDARY LEGEND

- APPLICATION SITE
- OTHER LAND PART OF LEASEHOLD / FREEHOLD BY APPLICANT



PROJECT

WAITROSE RUISLIP

TITLE:
SITE LOCATION PLAN
ODG PROPOSAL

PLANNING

BY:	CHK:	DATE:	SCALE @ A4
SD	CC	02.09.25	As indicated

FILE NAME	REV:
11469-BAR-CR-ZZ-DR-T-01001_S2-	P03

P03	SD	CC	05.12.25	BLUE LINE DEMISE UPDATED
P02	SD	CC	11.11.25	BLUE LINE AMENDED AS PER REQUEST FROM LOCAL AUTHORITY
P01	SD	CC	07.11.25	RED LINE AMENDED AS PER REQUEST FROM LOCAL AUTHORITY
P00	SD	CC	02.09.25	SUBMITTED FOR PLANNING
Rev.	By	Chk	Date	Description

REVISION

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Appendix B





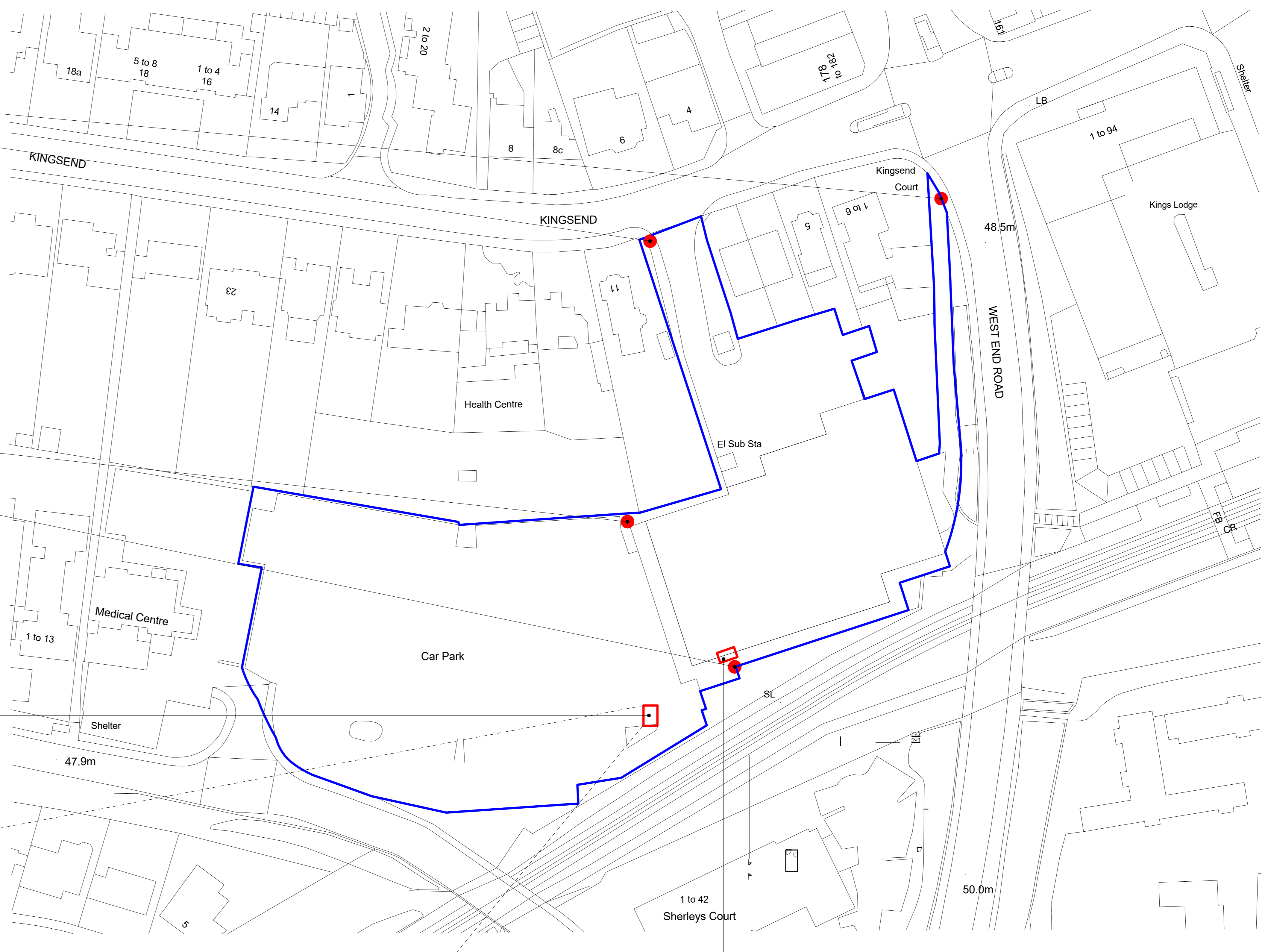
ACCESS SIGNS - 350X330MM IN PANTONE 3435C.



EXIT SIGNS - 350X330MM IN PANTONE 3435C.

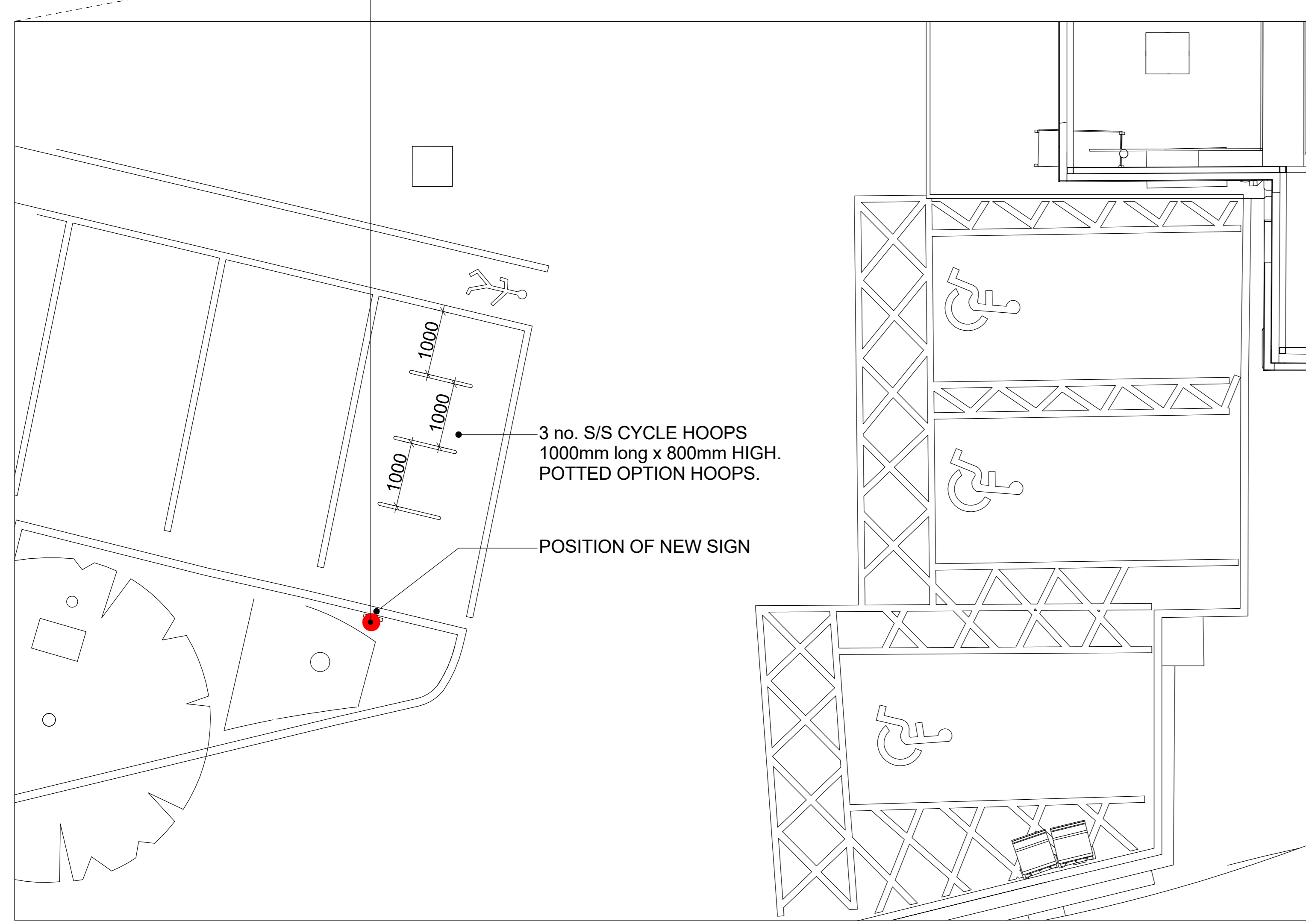
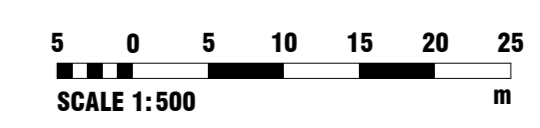


CAR PARK SPACE END POINT SIGN - 706X840MM IN PANTONE 3435C.



1 SITE BLOCK PLAN
 1 : 500

THE NEW ON DEMAND GROCERY HATCH MEASURES APPROXIMATELY 1450mm Wide x 900mm High INCLUDING THE OVERALL FRAME DIMENSIONS. THE EXISTING GLAZED PANEL IS TO BE REMOVED AND THE NEW ON DEMAND GROCERY HATCH IS TO BE INSTALLED WITHIN THE EXISTING SHOPFRONT PANEL TO MATCH THE FRAMEWORK OF THE EXISTING SHOPFRONT. THE NEW SHOPFRONT COLOUR WILL BE TO MATCH THE EXISTING COLOUR OF BS 4800 10 B 29 VANDYKE BROWN OR SIMILAR.



2 DETAIL OF PARKING SPACE FOR DELIVERY RIDERS
 1 : 50



BOUNDARY LEGEND

- EXTENT OF LEASEHOLD / FREEHOLD OUTLINED IN BLUE
- EXTENT OF PLANNING APPLICATION OUTLINED IN RED

REV	BY/CHK	DATE	DESCRIPTION
P01	SD/CC	01.02.25	NEW SIGNAGE ADDED TO PLAN
P00	SD/CC	12.02.25	FIRST ISSUE

WAITROSE & PARTNERS

PROJECT: WAITROSE RUISLIP PROJECT NO: 25017

DRAWING TITLE: DETAIL OF PARKING SPACE FOR DELIVERY RIDERS

STATUS: PLANNING PROJECT PHASE:

DRAWING NO: 11469-BAR-CR-ZZ-DR-T-01011 SD - P01 REV: SCALE @ 1:50

DATE: 12.02.25 SITE: As indicated

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