

# St Clare Business Park

## Delivery and Servicing Plan

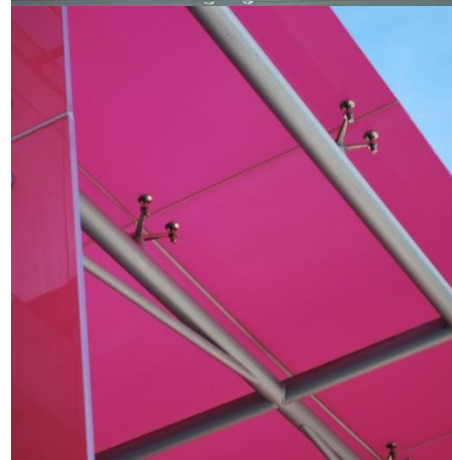
Curtins Ref: 80212

Revision: 02

Issue Date: 27 April 2022

Client Name: Notting Hill Home Ownership Ltd (NHOO)

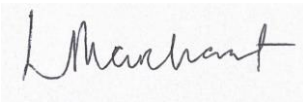

Site Address: St Clare Business Park and 7 – 11 Windmill Road, Hampton Hill,  
London, TW12



## Control Sheet

Rev	Description	Issued by	Checked	Date
00	Draft for review	LM	BD	17/03/2023
01	Comments incorporated	LM	BD	25/04/2023
02	Comments incorporated	LM	BD	27/04/2023

This report has been prepared for the sole benefit, use, and information for the client. The liability of Curtins Consulting Limited with respect to the information contained in the report will not extend to any third party.

Author	Signature	Date
<b>Lizzie Marchant</b> MSc BSc (Hons) Transport Planner		27 April 2022
<b>Alice Temple</b> MSc BSc (Hons) Graduate Transport Planner		27 April 2022

Reviewed	Signature	Date
<b>Ben Dawson</b> BSc (Hons) MIGHT Associate – Transport Planning		27 April 2022

Approved	Signature	Date
<b>Ben Dawson</b> BSc (Hons) MIGHT Associate – Transport Planning		27 April 2022

## Table of contents

1.0	Introduction.....	1
1.1	Introduction.....	1
1.2	Benefits of a DSP.....	1
1.3	Objectives of a DSP.....	2
1.4	Site Context.....	2
1.5	Summary of Development Proposals.....	3
1.6	Structure.....	4
2.0	Existing Situation.....	5
2.1	Introduction.....	5
2.2	Existing Local Highways.....	5
2.3	Strategic Road Network.....	8
3.0	Development Proposals.....	9
3.1	The Proposed Development.....	9
3.2	Vehicular Access.....	10
3.3	Vehicular Circulation.....	11
3.4	Access for Active Modes.....	11
3.5	Car Parking.....	11
3.6	Cycle Parking.....	11
3.7	Delivery and Servicing.....	12
4.0	Transport Planning Policy Review.....	13
4.1	Introduction.....	13
4.2	Introduction.....	13
4.3	The London Plan (March 2021).....	13
4.4	TfL Delivery & Servicing Plan Guidance (December 2020).....	14
4.5	London Freight and Servicing Action Plan (2019).....	15
4.6	The London Low Emission Zone.....	16
4.7	The Mayor’s Transport Strategy (MTS) (2018).....	17
4.8	Managing Freight Effectively: Delivery and Servicing Plans (DSPs).....	17
4.9	Fleet Operator Recognition Scheme (FORS).....	18

---

4.10	LBRuT Local Plan (2018).....	19
5.0	Servicing Strategy .....	20
5.1	Servicing and Delivery Trips and Purpose.....	20
5.2	Servicing Trip Generation .....	21
5.3	Refuse and Recycle .....	21
6.0	Mitigation Strategies .....	22
6.1	Introduction.....	22
6.2	Measures.....	22
6.3	Action Plan .....	23
7.0	Targets, Management and Monitoring .....	24
7.1	Introduction.....	24
7.2	Targets .....	24
7.3	Management of the DSP .....	24
7.4	Monitoring and Review.....	24
7.5	Securing the DSP.....	24
8.0	Summary .....	25
9.0	Appendices.....	26

## Figures

Figure 1.1 - Indicative Site Location .....	3
Figure 2.1 - Holly Road looking northeast .....	5
Figure 2.2 - Railway bridge between Holly Road and School Road Avenue .....	6
Figure 2.3 - Windmill Road .....	7
Figure 2.4 - High Street .....	7
Figure 2.5 - Proximity to Strategic Road Network .....	8
Figure 3.1 - Development Proposals .....	10

---

## Tables

Table 3.1 - Development Quantum .....	9
Table 5.1 - Typical delivery purpose, times and anticipated vehicle type .....	20
Table 6.1 - Action Plan .....	23

## Appendices

Appendix A – Proposed Development Plans

Appendix B – Servicing Swept Path Analysis

---

## 1.0 Introduction

### 1.1 Introduction

- 1.1.1 Curtins has been appointed on behalf of Notting Hill Home Ownership Ltd (NHHO) to prepare a Delivery and Servicing Plan (DSP) to accompany the planning permission for the redevelopment of the St Clare Business Park and the adjoining commercial premises located at 7 – 11 Windmill Road in Hampton Hill, within the London Borough of Richmond Upon Thames (LBRuT).
- 1.1.2 The development proposals comprise the *‘Demolition of existing buildings and erection of 1 no. mixed use building between three and five storeys plus basement in height, comprising 86 no. residential flats (Class C3) and 1,290 sqm of commercial floorspace (Class E); 1 no. two storey building comprising 595sq.m of commercial floorspace (Class E); 14no. residential houses (Class C3); and, associated access, external landscaping and car parking’*.
- 1.1.3 Curtins has prepared, along with this DSP, an accompanying Transport Assessment (TA), Framework Travel Plan (FTP) and Construction Management Statement (CMS). This documentation should be read in conjunction with all relevant submitted documentation.

### 1.2 Benefits of a DSP

- 1.2.1 The ‘Delivering and Servicing Plan Guidance’ document produced by TfL (2020) identifies the benefits of DSPs to local authorities and residents, building developers and businesses and freight operators. In summary, DSPs will:
- Help developers and local authority planning officials comply with the National Planning Policy Framework, which requires the promotion of more sustainable transport choices for moving freight, the Traffic Management Act, the London Plan and any borough-specific policies that cover issues such as road safety and air quality action plans;
  - Demonstrate that goods and services can be delivered, and waste removed, in a safe, efficient and sustainable way;
  - Identify deliveries that could be reduced, re-timed or consolidated, particularly during busy periods;
  - Help cut congestion on London’s roads and ease pressure on the environment;
  - Improve the reliability and efficiency of deliveries to the site concerned;
  - Reduce the operating costs for building occupants and freight companies; and
  - Reduce the impact of freight activity on local residents.
- 1.2.2 The London Freight and Servicing Action Plan (2019) aims to work with boroughs, businesses and the freight and servicing industry to transform how deliveries are made in London. The action plan states that development proposals should submit DSPs in line with guidance.

### 1.3 Objectives of a DSP

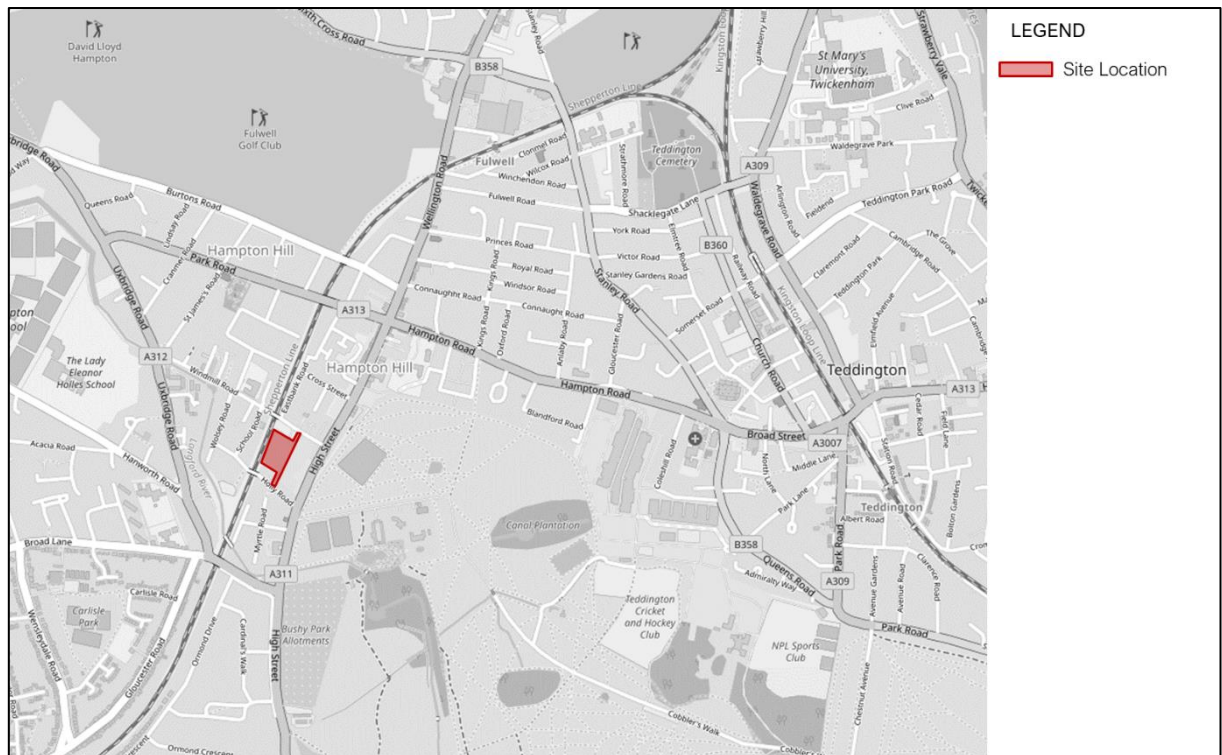
- 1.3.1 The overall objective of this DSP is to provide improvements to procurement practices, supplied management, environmental management procedures, facilities management and safe and legal loading arrangements.
- 1.3.2 Once in place the DSP will ensure:
- I. That goods and services can be delivered, and waste removed, in a safe, efficient and environmentally friendly way;
  - II. Identifies deliveries that could be reduced, re-timed or even consolidated, particularly during busy periods;
  - III. Improve reliability of deliveries to the site concerned;
  - IV. Reduce the operating costs of building occupants and freight companies; and
  - V. Reduce the impact of freight activity on local residents.

### 1.4 Site Context

- 1.4.1 The site is bound to the northeast by Windmill Road and residential properties, to the southeast by an Electric Wholesaler and residential properties, to the southwest by Holly Road and residential properties and to the northwest by the Shepperton branch railway line.
- 1.4.2 The southern section of the main site is currently occupied by St Clare Business Park, which is made up of office and industrial warehouse units, whilst the northern section is formed of a car wash / vehicle showroom.
- 1.4.3 **Figure 1.1** illustrates the site location in the context of the surrounding area.



Figure 1.1 - Indicative Site Location



## 1.5 Summary of Development Proposals

- 1.5.1 The development proposals include the demolition of the existing buildings located on site and the construction of 100 new residential units including 14 houses and 86 apartments of varying tenure and 1,885m<sup>2</sup> of commercial space.
- 1.5.2 The site will be accessed via two points; the first from Windmill Road and the second via the existing Holly Road access. Windmill Road will provide access to the northern section of the site, seven houses, the commercial space and associated parking. The access on Holly Road will be used as a secondary access and will be used to access the under-croft car park, seven houses and associated parking.
- 1.5.3 A total of 96 car parking bays will be provided across the site, including seven disabled bays and one car club bay. 83 car parking spaces are proposed for the residential element of the scheme and 12 spaces are allocated for the commercial units, including two disabled bays. One parking bay is allocated as a car club bay. Car parking is provided in line with the London Plan standards which have been adopted by LBRuT. 20% of car parking will feature electric charging points, with the remaining 80% provided with passive provision.
- 1.5.4 In addition, 152 long stay cycle spaces will be provided within the footprint of the building for the apartments, and a further six short stay in the public realm. For the commercial element of the scheme a total of 56 cycle parking spaces will be provided. This includes 12 long-stay spaces and 45 short-stay spaces. 5% of these will be provided as accessible cycle stands.



---

1.5.5 Cycle parking for the 14 houses will be provided within the curtilage of the dwellings (two cycles per home).

1.5.6 Three delivery and servicing bays will be provided to serve the development.

## **1.6 Structure**

1.6.1 The DSP will be structured as follows:

- Chapter 2: Existing Situation;
- Chapter 3: Development Proposals;
- Chapter 4: Transport Planning Policy Review;
- Chapter 5: Servicing Strategy
- Chapter 6: Mitigation Strategies;
- Chapter 7: Targets, Management and Monitoring; and
- Chapter 8: Summary and Conclusion.

## 2.0 Existing Situation

### 2.1 Introduction

2.1.1 This section of the report provides a description of the existing conditions surrounding the development site, including pedestrian and cycling infrastructure, the public transport network, the surrounding highway network and a review of accident data in the vicinity of the site.

### 2.2 Existing Local Highways

#### *Holly Road*

2.2.1 Holly Road is residential in nature, formed of a two-way single carriageway and subject to a 30mph speed restriction. Holly Road follows a southeast –northwest alignment between the High Street in the southeast, forming School Avenue in the northwest. A railway bridge is located on Holly Road to the southwest of the site.

2.2.2 No parking restrictions are present along Holly Road, which allows vehicles to park along both sides of the carriageway. Holly Road measures approximately 7.0m in width, however parking reduces the effective width to 3.0m. The carriageway width reduces further over the railway bridge and is restricted to vehicles below 40 feet (12.2m) in length due to the spatial constraints.

**Figure 2.1 - Holly Road looking northeast**



**Figure 2.2 - Railway bridge between Holly Road and School Road Avenue**



***Windmill Road***

- 2.2.3 Windmill Road is residential in nature, formed of a two-way single carriageway and subject to a 30mph speed restriction. Windmill Road follows a southeast / northwest alignment, connecting to the High Street to the southeast and the A312 Uxbridge Road in the northwest.
- 2.2.4 Single yellow lining is present along the southern side of the carriageway which restricts parking, whilst unrestricted parking is permitted along the northern side. Double yellow lining is present in the vicinity of the junction with the High Street.
- 2.2.5 Windmill Road measures approximately 7.0m in width, which reduces to 5.0m where vehicles are parked on the northern side of the carriageway.



**Figure 2.3 - Windmill Road**



### **A311 High Street**

2.2.6 The A311 High Street is a two-way single carriageway road, subject to a 20mph speed restriction. The A311 provides a connection between the A308 Upper Sunbury Road in the south and Twickenham in the north. Inset car parking bays and on street loading bays are located intermittently along both sides of the carriageway, with single and double yellow lining restricting parking in areas, whilst sections of the road have no lining. There is no Controlled Parking Zone (CPZ) along the High Street, however the majority of car parking bays are restricted to a maximum of one hour.

**Figure 2.4 - High Street**



### 2.3 Strategic Road Network

- 2.3.1 The Transport for London Road Network (TLRN) is made up of London's 'red routes' which are the capital's main routes. TfL encourage all construction and HGV traffic to utilise either the strategic road network (SRN) and TLRN, avoiding local level roads where possible to reduce impact on the highway network.
- 2.3.2 The A316 is located approximately 3.0km northwest of the site, accessed via the High Street and B358 via the Apex Roundabout between the A316 / A305 / A312 Hampton Road East / A312 Hampton Road West. The A316 provides a connection between the M3 in the west and Chiswick and Hammersmith in the east.
- 2.3.3 The A312 Hampton Road West also forms part of the TLRN, providing a connection to the A4 and the M4 in the north.

Figure 2.5 - Proximity to Strategic Road Network



## 3.0 Development Proposals

### 3.1 The Proposed Development

3.1.1 The development proposals consist of a residential led mixed-use development, formed of flexible commercial space, residential flats and houses. **Table 3.1** sets out the tenure and quantum of development proposed.

**Table 3.1 - Development Quantum**

Land Use	GIA (m <sup>2</sup> ) / Number of units
<b>Residential:</b>	
1 bed flat	43
2 bed flat	37
3 bed flat	6
3 bed house	14
Total Dwellings	100
<b>Flexible commercial space</b>	
Block 1	1,289m <sup>2</sup>
Block 2	595m <sup>2</sup>
Total	1,885m <sup>2</sup>

3.1.2 The commercial space will be split across two blocks, the first located along the eastern side of the Windmill Road access road, the second located in the main residential block.

3.1.3 The 86 apartments will be located within a central block accessed via three cores. Seven of the eleven houses will be located to the north of the main block separated by the internal road, whilst the remaining seven will be located to the south of the block. **Figure 3.1** provides a plan of the development proposals, whilst a more detailed plan is provided in **Appendix A**.

**Figure 3.1 - Development Proposals**


## 3.2 Vehicular Access

3.2.1 Access to the main site will be taken via two points, one on Windmill Road and a second on Holly Road.

### *Windmill Road*

3.2.2 A new access will be created on Windmill Road, measuring approximately 5.0m in width. The access will comprise a raised table to facilitate pedestrian movement along Windmill Road. This access will provide access to seven of the houses, two main servicing bays, the at grade car park and external car parking areas. All vehicles 7.5 tonne / 7.0m long and above will be required to utilise this access for the whole of the site, which will be clearly signed. This is discussed further below.

### *Holly Road*

3.2.3 The access on Holly Road will utilise the existing access for the St Clare Business Park. Due to the restricted width of the access, no large vehicles will be permitted to utilise the access.

3.2.4 This access will provide access to the remaining seven houses and associated parking, the entrance to the under-croft car park, external residential car parking and six of the commercial car parking spaces.

3.2.5 The width of the access road will be varied to encourage low vehicle speeds whilst within the site.



---

### **3.3 Vehicular Circulation**

3.3.1 There will be no through route for cars between Holly Road and Windmill Road. The southern and northern sections of the site will be separated by a landscaped area and access restricted by retractable bollards. Larger vehicles, such as refuse and recycling collection vehicles will be required to utilise the Windmill Road access. Larger vehicles will gain access using a fob system or similar.

### **3.4 Access for Active Modes**

3.4.1 Footways will be provided along the north-eastern side of the Windmill Road access road and the south-western side of the Holly Road access. The main section of the site will be formed of shared surface which will provide permeability throughout the site. The development proposals will improve pedestrian and cycling permeability between Holly Road and Windmill Road through the proposed landscaping.

### **3.5 Car Parking**

3.5.1 A total of 96 car parking bays will be provided across the site, including seven disabled bays and one car club bay. 83 car parking spaces are proposed for the residential element of the scheme and 12 spaces are allocated for the commercial units. This includes the provision of seven disabled spaces, totalling over 5% of the total provision.

3.5.2 12 spaces for the commercial units, including two disabled bays. These car parking standards represent a maximum provision; however, 12 car parking spaces is deemed sufficient to serve the development.

### **3.6 Cycle Parking**

3.6.1 The residential cycle parking includes 152 long stay cycle spaces which will be provided in the basement of Block 1. Six short-stay spaces will be provided. 5% of accessible spaces will be provided. All cycle stores will be designed in accordance with the London Cycling Design Guide. Cycle parking for the 14 houses will be provided within the curtilage of the dwelling (two cycles per home).

3.6.2 For the commercial element of the scheme a total of 56 cycle parking spaces will be provided. This includes 12 long-stay spaces and 45 short spaces.

---

### 3.7 Delivery and Servicing

- 3.7.1 All delivery and servicing activity including refuse and recycling collection will be accommodated within the site. Three inset servicing bays will be provided within the site, the first will be located on the main access road from Windmill Road opposite the commercial units, the second located opposite the undercroft car park entrance and a third in the southern section of the site, adjacent to the entrance to core 3.
- 3.7.2 All refuse and recycling storage areas will be situated within 20m of the access roads for collection operatives, in line with LBRuT guidance.
- 3.7.3 The internal layout of the site has been designed to allow a large refuse vehicle to manoeuvre around the site. Swept path analysis, included in **Appendix B** illustrates a large refuse vehicle and a 7.5t box van driving around the site.

---

## 4.0 Transport Planning Policy Review

### 4.1 Introduction

4.1.1 Commentary has been provided on the National, Regional and Local DSP related policy and guidance as listed below.

- The London Plan (2021)
- Transport for London Travel Planning Guidance (2020)
- The London Freight and Servicing Action Plan (2019);
- The London Low Emission Zone (LEZ)
- The Mayor's Transport Strategy (2018)
- Managing Freight Effectively: Delivery and Servicing Plans (DSPs)
- Freight Operator Recognition Scheme (FORS);
- LBRuT Local Plan (2018)

### 4.2 Introduction

4.2.1 This section of the report outlines the national, regional and local planning policies relevant to the proposals.

### 4.3 The London Plan (March 2021)

4.3.1 The London Plan 2021 was formally published by the Mayor on the 2nd March 2021 and came into force from that date.

4.3.2 The London Plan is the overall strategic plan for London, which sets out an integrated economic, environmental, transport and social framework for the development of London over the next 20-25 years. It also contains specific planning and development standards within which local authority standards should 'nest'.

4.3.3 In relation to deliveries and servicing, Policy T7 Deliveries, Servicing and Construction states that:

- *'Development plans and development proposals should facilitate sustainable freight movement by rail, waterways and road;*
- *Development Plans, Opportunity Area Planning Frameworks, Area Action Plans and other area-based plans should include freight strategies. These should seek to:*
  - *reduce freight trips to, from and within these areas*
  - *coordinate the provision of infrastructure and facilities to manage freight at an area-wide level*

- *reduce road danger, noise and emissions from freight, such as through the use of safer vehicles, sustainable last-mile schemes and the provision of rapid electric vehicle charging points for freight vehicles.*
- *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, with on-street loading bays only used where this is not possible. Delivery and Servicing Plans will be required and should be developed in accordance with Transport for London guidance and in a way which reflects the scale and complexities of developments;*
- *Developments should be designed and managed so that deliveries can be received outside of peak hours and in the evening or night time. Appropriate facilities are required to minimise additional freight trips arising from missed deliveries and thus facilitate efficient online retailing;*
- *Development proposals must consider the use of rail/water for the transportation of material and adopt construction site design standards that enable the use of safer, lower trucks with increased levels of direct vision on waste and landfill sites, tip sites, transfer stations and construction sites’.*

#### **4.4 TfL Delivery & Servicing Plan Guidance (December 2020)**

4.4.1 To minimise the impact of freight movements on the transport network, Transport for London (TfL) requires DSPs to be submitted as part of all referable planning applications. Although the scheme is not referable, the TFL guidance has been used to develop the scheme, as advised in the London Plan.

4.4.2 TfL provides guidance on the preparation of DSPs noting that:

*“A DSP provides a framework for ensuing servicing freight activity is as effective and efficient as possible... DSPs consist of a range of tools, actions and interventions aimed at reducing and re-timing deliveries, redefining building operations and ensuring procurement activities account for vehicle movement and emissions.”*

4.4.3 The TfL guidance identifies the following strategies to effectively manage delivery and servicing:

##### **Managing Deliveries**

- *Inform suppliers of the delivery location and where loading and unloading should take place.*
- *Implement a delivery booking system to manage the timing of arrivals and minimise peak demands and congestion on site. Suppliers should be made aware of the system, Each delivery should have a specific time slot, however the regular time slots should have some spare capacity to accommodate unexpected deliveries.*
- *Move deliveries outside of peak, or normal working hours. In some circumstances, it may be possible to work with suppliers to undertake deliveries at quieter times, particularly if staff are available to receive goods on site 24/7.*

- *Reduce the time spent on site by suppliers by giving defined delivery times to manage loading and unloading durations and locating delivery areas near to loading area.*
- *Ensure loading areas are kept free of staff parking or other unintended uses, such as waste storage.*

### **Reviewing Supply Chain Operations**

- *Reduce delivery, servicing and collection frequencies by consulting with suppliers and consolidating delivery streams.*
- *Establish a centralised ordering system to reduce the likelihood of different suppliers being used for the same products, or of numerous orders being made to the same company.*
- *Use the procurement process to ensure freight vehicles are safe and lawful and operated efficiently.*
- *Reduce or consolidate the number of suppliers, such as suppliers delivering similar products.*
- *Minimise the number of courier/specialist delivery times on same day orders so that deliveries can be consolidated onto fewer vehicles.*
- *Review waste management processes to minimise the number of collections.*
- *Use a consolidation centre to minimise vehicle journeys, and also improve delivery reliability and efficiency. A consolidation centre receives multiple deliveries from suppliers and goods are grouped together before a single delivery vehicle delivers the consolidated goods to the recipient. This also enables off site security screening and minimises the amount of goods stored on site.*

### **Working with Suppliers**

- *Promote the use of low or no emission vehicles/modes. Bicycles and motorcycles can be suitable for smaller items. The use of electric and hybrid freight vehicles will reduce carbon emissions.*
- *Promote the use of legal loading locations.*
- *Encourage best practice scheme membership amongst suppliers, such as TfL's Freight Operator Recognition Scheme (FORS) which helps suppliers become safer, greener and more efficient.*

## **4.5 London Freight and Servicing Action Plan (2019)**

4.5.1 The central aim of the Mayor's strategy is to increase the use of active and efficient modes of transport to accommodate this growth, with 80% of trips in London to be made on foot. In order to achieve this the strategy has put forward proposals to ensure freight and servicing operators are doing so in the safest way. The strategy identifies key proposals including:

- Proposal 9 – The Mayor, through TfL, the boroughs and enforcement partners, will seek to reduce danger posed by vehicles.
- Proposal 10 – the Mayor, through TfL and the boroughs will set out a programme to achieve the vision zero aim of reducing the number of people killed or seriously injured on London's streets to zero.
- Proposal 16 – the Mayor, through TfL and the boroughs and the freight forum, will improve the efficiency of freight and servicing trips on London's strategic transport network by:
  - a) Identifying opportunities for moving freight by rail where this will not impact passenger services and where the benefits will be seen in London
  - b) Increasing the proportion of freight moved on London's waterways
  - c) Reviewing the potential benefits of a regional freight consolidation and distribution network, and completing the network of construction consolidation centres in London
- Proposal 17 – the Mayor, through TfL, working with the boroughs and the Freight Forum, will work with landlords and all parts of the supply chain, including the freight industry, BIDs and individual businesses, to improve the efficiency of last-mile deliveries and servicing.

## 4.6 The London Low Emission Zone

- 4.6.1 The site falls outside of London's Ultra Low Emission Zone but within the Low Emission Zone (LEZ). The LEZ was introduced in 2008 to encourage the most polluting heavy diesel vehicles driving in the Capital to become cleaner. The LEZ covers most of Greater London. To drive within it without paying a daily charge, vehicles must meet certain emissions standards that limit the amount of particulate matter coming from their exhausts. The LEZ emission standards became more stringent in January 2012 as air pollution remains a concern despite significant improvements since 2008.
- 4.6.2 All roads within Greater London are included within the LEZ (except the M25) and it operates 24 hours a day, every day of the year including weekends and public holidays. There are no barriers or tollbooths within the LEZ; cameras read each registration plate of vehicles driving within the LEZ and check it against a database of registered vehicles.
- 4.6.3 The database is compiled using information from The Driver and Vehicle Licensing Agency (DVLA), the Vehicle Operator Services Agency (VOSA), generic vehicle weight data typical of the make and model, and drivers and operators who have registered. This automatically identifies whether a vehicle meets the LEZ emissions standards, is exempt, is registered for a discount or if the daily charge has already been paid.

---

#### **4.7 The Mayor's Transport Strategy (MTS) (2018)**

4.7.1 This document sets out the Mayor's transport strategy for London. The document highlights the importance of the London Freight Plan, Delivery and Servicing Plans (DSPs), Construction Logistics Plans (CLPs) and Freight Operator Recognition Scheme (FORS) to encourage improved efficiency and provide a framework for incentivising and regulating operators.

4.7.2 Proposal 15 states that "The Mayor, through TfL, will work with the boroughs, businesses and the freight and servicing industry to reduce the adverse impacts of freight and service vehicles on the street network. The Mayor aims to reduce the number of lorries and vans entering central London in the morning peak by 10 per cent by 2026".

4.7.3 Proposal 81 goes on to acknowledge the incorporation of DSPs, CLPs and the FORS scheme and states:

"The Mayor, through TfL and the boroughs, and working with stakeholders, will embed efficient freight and servicing in new development by:

- a) Ensuring that delivery and servicing plans facilitate off-peak deliveries using quiet technology, and the use of more active, efficient and sustainable modes of delivery, including cargo cycles and electric vehicles where practicable.
- b) Ensuring that large-scale developments and area-wide plans include a local freight and servicing strategy (consisting of measures such as shared procurement for consumables, co-ordinated waste and recycling collection, timetabled deliveries, 'click and collect' for residents and flexible loading bays).
- c) Piloting ambitious plans in Opportunity Areas and around major developments such as High Speed Two to reduce the impact of freight and construction trips."

4.7.4 Proposal 24 states that "The Mayor, through TfL, will seek to introduce the central London Ultra Low Emission Zone (ULEZ) standards and charges in 2019, tighter emissions standards London-wide for heavy vehicles in 2020, and an expanded ULEZ covering inner London in 2021."

#### **4.8 Managing Freight Effectively: Delivery and Servicing Plans (DSPs)**

4.8.1 DSP guidance seeks to improve the safety, efficiency and reliability of deliveries and increase building operational efficiency by reducing delivery and servicing impacts to premises, specifically CO<sup>2</sup> emissions, congestion and collisions.

4.8.2 DSPs aim to ensure deliveries are operating efficient delivery trips (particularly during peak periods) and increase availability and use of safe and legal loading facilities, using a range of approaches including consolidation and out-of-hours deliveries. DSPs will also identify unnecessary journeys and deliveries that could be made by more sustainable modes to help reduce congestion and minimise the environmental impact of vehicular activity.



---

4.8.3 The document identifies the benefits of DSPs to local authorities and residents, building developers and businesses and freight operators, including:

- Local authority's and residents
  - Less congestion on local roads;
  - Reduced emissions, and use of more sustainable modes where possible, to contribute towards CO2 reduction targets;
  - Fewer goods vehicle journeys lowering the risk of collisions;
  - Opportunity to reduce parking enforcement activity costs – more deliveries will use legal loading facilities so less traffic and parking infringements should occur; and
  - Improved quality-of-life for local residents through reduced noise and intrusion and lower risk of accidents.
- Building developers and businesses:
  - Reduced delivery costs and improved security;
  - More reliable deliveries resulting in less disruption to normal business practices;
  - Time-savings by identifying unnecessary deliveries;
  - Less noise and intrusion; and
  - Opportunity to feed into a CSR programme and ensure all operations comply with health and safety legislation.
- Freight operators and service providers:
  - Legal loading areas will mean less risk of receiving penalty charge notices;
  - Fuel savings through reduced, re-timed or consolidated deliveries;
  - More certainty over delivery times; and
  - Fewer journeys will reduce the risk of collisions.

## 4.9 Fleet Operator Recognition Scheme (FORS)

4.9.1 FORS is a unique, industry-led, free membership (bronze, silver, gold) scheme to help freight operators in the UK become safer, more efficient and more environmentally-friendly. The scheme offers members a number of benefits including benchmarking information, advice, training and discounted breakdown assistance.

4.9.2 For bronze level membership a number of requirements under the following headings need to be met:

- Driver and vehicle management;
- Vehicle maintenance and fleet management;
- Transport operations; and
- Assessment of the performance of company policies.

---

4.9.3 For silver and gold level, members need to provide data to enable benchmarked values to be produced per million kilometres for each type of vehicle for:

- Fuel use;
- CO2 and emissions;
- Vehicle incidents; and
- Penalty Charge Notices and fines.

#### **4.10 LBRuT Local Plan (2018)**

4.10.1 The Local Plan was adopted in July 2018 and sets out the strategic planning framework for the borough over the next 15 years. It expresses the need for planning applications to be accompanied by a Transport Assessment or Statement which may include a Delivery and Servicing Plan.

4.10.2 Policy LP 45 Parking Standards and Servicing states that new major development which involves freight movements and has servicing needs will be required to demonstrate through the submission of a Delivery and Servicing Plan and Construction and Logistics Plan that it creates no severe impacts on the efficient and safe operation of the road network and no material harm to the living conditions of nearby residents.

## 5.0 Servicing Strategy

### 5.1 Servicing and Delivery Trips and Purpose

5.1.1 Deliveries associated with the development are anticipated to consist of the following:

- Daily postal deliveries;
- Online deliveries such as Amazon, ASOS etc;
- Once weekly refuse and recycling collection by LBRuT;
- Courier deliveries/collections;
- Delivery of supplies to the workspace;
- Maintenance (e.g. window cleaning, plumbers, electricians etc...); and
- Occasional bulky goods deliveries such as furniture.

5.1.2 **Table 5.1** provides a summary of the anticipated delivery types and their anticipated times of operation.

**Table 5.1 - Typical delivery purpose, times and anticipated vehicle type**

Delivery Type	Frequency	Visiting Period	Vehicle Size
Postal	Daily	08:00 – 17:00	Car Derived Van
Refuse Collection	Once Weekly	08:00 – 12:00	10.4m Refuse Vehicle
Recycling Collection	Once Weekly	08:00 – 12:00	10.4m Refuse Vehicle
Courier Deliveries / Collections	Daily	08:00 – 18:30	Bicycle Car derived van 4.6t Van 7.5t Box Van
Deliveries	Daily	07:00 – 22:00	Car derived van 4.6t Van 7.5t Box Van
Building Maintenance	Monthly	09:00 – 17:00	Car Derived Van
Removals	Monthly	08:00 – 18:30	10m Rigid

---

## 5.2 Servicing Trip Generation

5.2.1 The number of servicing and delivery trips likely to be generated by each land use has been established by investigating a servicing database developed by Curtins. This database contains information on existing developments in Greater London and has been supplemented with data collected in the TRICS and TRAVL databases.

5.2.2 The predicted daily servicing/delivery trip rates are as follows:

- Residential dwellings: 0.22 vehicles per 100m<sup>2</sup> (10% Heavy Goods Vehicles (HGVs))
- Commercial units: 0.2 vehicles per 100m<sup>2</sup> (10% HGV)

5.2.3 Based on 1,885m<sup>2</sup> GIA of commercial space and circa 7,009m<sup>2</sup> GIA of residential dwellings, this will equate to 19 servicing vehicles per day (38 two-way movements). Of these 19 vehicles, four are expected to be HGVs.

5.2.4 Smaller maintenance and delivery vehicles will be able to utilise the Holly Road access.

5.2.5 Vehicles exceeding 7.5 tonnes / 7.0m in length will be required to utilise the Windmill Road access. Larger maintenance vehicles will be required to book an appointment ahead of their visit to ensure they can access the whole site.

5.2.6 Couriers delivering via bicycle will utilise one of the eight short stay cycle parking spaces provided.

## 5.3 Refuse and Recycle

5.3.1 All refuse vehicles will be required to enter and exit the site via the Windmill Road access. All refuse and recycling storage are located to enable collection within 20m of the internal road network.

---

## 6.0 Mitigation Strategies

### 6.1 Introduction

6.1.1 The purpose of the DSP is to reduce the negative impact of servicing and delivery activities generated by the development and to minimise the potential impact of servicing vehicles on the local highway network. The following measures could therefore be implemented.

### 6.2 Measures

#### Vehicular Routes

6.2.1 Vehicles travelling to and from the site will be encouraged to use the M3 to access the A316 TfL North & West Route. The A312 would then be used to access Windmill Rd.

6.2.2 The M3 provides access to the M25 and the wider TLRN network allowing vehicles to travel in all directions.

#### Timings

6.2.3 Maintenance appointments for the development will be encouraged to take place outside of the network peak hours and will be locally sourced to reduce the travel time of maintenance vehicles.

#### Local Suppliers

6.2.4 Encourage sourcing items locally, or from the same supplier, to reduce the number of deliveries required. This will help to reduce the number of vehicle trips associated with the proposed development. Details of opportunities can be published within Travel Planning documentation (including the possible use of websites and social media) which will be implemented as part of the roles of the Travel Plan Coordinator (TPC).

#### Reducing Freight Trips

6.2.5 The following measures are proposed to reduce the number of vehicular trips relating to servicing and deliveries to the development:

- Commitment to safer, more efficient and more environmentally friendly distribution by contracting operators registered with a best practice scheme, such as Freight Operator Recognition Scheme (FORS);
- Develop a drawing informing freight operators where they can legally collect from and deliver to the building;
- Provide freight operators with delivery instructions prior to arrival at site, thus mitigating against any dwell time on the local highway;
- Ongoing review of delivery and collection frequencies and where best to reduce these through the TP process; and

- By maintaining and delivering a reduction in deliveries and servicing, this will ensure the development contributes towards sustainable freight deliveries.

### 6.3 Action Plan

6.3.1 In support of the overarching principles of this DSP, specific objectives have identified as part of the exercise and action plan development with a view of ensuring the site can meet the requirements. **Table 6.1** sets out the primary measures to reduce vehicle servicing movements that could be implemented.

**Table 6.1 - Action Plan**

Measure	Descriptions	Benefit	Timescale	Responsibility
Adoption of DSP	Buy in from the developer is essential to ensure the DSP remains an active document	The involvement of the operator will ensure that policies are fully developed and that the best possible results are achieved	Prior to first occupation	Applicant
Assign responsibility for the DSP to the site management company	Site management company to be responsible for the management and ongoing development, delivery and promotion of the DSP	Ensures the DSP is delivered on a day to day basis	Prior to first occupation	Applicant
Travel Surveys through TP	Delivery and Servicing Plan	Informs an assessment of the DSP's performance and the development of future strategies	In line with TP obligations	Site management company / TPC
Raise awareness and promotion of initiatives	Site information, development management meetings	To encourage sustainable freight movement to and from the site	Prior to first occupation and ongoing	Site management company / TPC
Access routes for servicing and deliveries	Ensure clear routes are maintained for service and delivery access and for waste removal services	Reduce delays and limit access issues	From first occupation	Site management company
Promotion of local suppliers	Encourage sourcing items locally	Reduce the number and length of delivery movements	Ongoing	TPC

---

## 7.0 Targets, Management and Monitoring

### 7.1 Introduction

7.1.1 Servicing and delivery movements will be captured through the monitoring surveys required and implemented as part of the TP. This will include the number of servicing / delivery movements per day, time of day and vehicle type used.

### 7.2 Targets

7.2.1 The surveys will be used by the TPC and the site management company to set targets for the DSP. Targets should align with the objectives and measures set out in the TP, and will include the following headline initiatives:

- Limited number of servicing and delivery trips undertaken within the network peak hours; and
- Encourage operations such as cleaning and maintenance to be undertaken by a single operator to reduce trips to and from the site.

### 7.3 Management of the DSP

7.3.1 The site management company, along with the TPC, will be responsible for the implementation and management of the parts of this document which related to the development.

### 7.4 Monitoring and Review

7.4.1 The DSP will be reviewed on an annual basis. It will be delivered and monitored in-line with the TP process, to ensure that it reflects the changing requirements of the development and that it is kept up to date with emerging policy.

7.4.2 Delivery and servicing vehicle movement frequencies will be reviewed and coordinated by the site management company on a regular basis.

7.4.3 Funds will be made available through the management company / TPC to ensure the continuing review of the DSP.

### 7.5 Securing the DSP

7.5.1 It is anticipated that this document will be secured as a condition of a future planning permission and/or through the Section 106 agreement.



---

## 8.0 Summary

- 8.1.1 All delivery and servicing activity and refuse and recycling collection will be accommodated within the site. Three inset servicing bays will be provided within the site, the first will be located on the main access road from Windmill Road opposite the commercial units, the second located opposite the undercroft car park entrance and a third in the southern section of the site, adjacent to the entrance to core 3.
- 8.1.2 It is anticipated that 19 service vehicles (38 two-way movements) will be generated on daily basis. Of the 19 vehicles, four are expected to use HGVs.
- 8.1.3 In order to ensure that the foundations for a sound DSP is established, an action plan has been provided to set out timescales to implement measures.
- 8.1.4 The document will be regularly monitored and reviewed to ensure that the document reflects the changing requirements of the development and is up-to-date with servicing / delivery options available.

---

## 9.0 Appendices

### **Appendix A Development Proposals**





**Notes**

1. Do not scale this drawing.
2. All dimensions must be checked on site and any discrepancies verified with the architect.
3. Unless shown otherwise, all dimensions are to structural surfaces.
4. Drawing to be read with all other issued information. Any discrepancies to be brought to the attention of the architect.
5. This drawing is the copyright of Levitt Bernstein and may not be copied, altered or reproduced in any form, or passed to a third party without license or written consent.

This is not a construction drawing, it is unsuitable for the purpose of construction and must on no account be used as such.

**Boundary of works**

**Existing railway fence**

**Railway line**

(+0.00) Existing levels  
+0.00 Proposed levels

**Hard surfaces:**

- H1: Asphalt with exposed natural aggregate. Eg Aggregate SuperColour Exposed
- H2: Pedestrian pavement. Flag paving with granite Diaggregate eg Charcon Andover washed 600x600, 300x300
- H3: Green-link parking court. E.g. Charcon Andover textured Inlita. Green 200x100x8mm Bands laid in different pattern.
- H4: Parking bays E.g. Woburn Rumbled Inlita. 200x100x80mm, colour: Rustic (permeable)
- H5: Garden terraces, concrete slab with aggregate eg Charcon Academy, 450x450x50mm
- H6: Podium. Resin bound gravel, permeable, for example Sunset
- H7: Play-safe surface, permeable
- H8: Set paving entrance mat - set paving 100x100x80mm eg Charcon Granite Sets
- H9: Tactile blister paving, 450x450x50mm, colour: grey

**FK** Flush Kerb, eg Charcon Granite kerb, 150mm wide, colour silver grey

**RK** Raised Kerb, eg Charcon granite kerb, 150mm wide, colour silver grey

**PK** Pin Kerb, eg Charcon Granite kerb 50mm wide, colour silver grey

**DK** Drop Kerb, eg Charcon Granite kerb 150mm wide, colour silver grey

**BW-E** Existing wall retained

**BW-P** Brick wall, 2m tall (some variations in size refer to drawing)

**BF** Fencing 1.8m, FCS certified timber.

**BR** Railing 1.1m Hot-dip galvanised black flat bar railing

**G-E** Existing gates to be retained

**Site furniture**

- B** Controlled bollard
- CS** Cycle Stand
- Benches and seats
- House resident bicycle store, sliding door
- House resident bin store
- Post lighting, indicative only
- Tree upright, indicative only

**Notes:**

P4: Addition of bin and bicycle storage. Addition of stepped core access. Amended surface material examples, levels, parking arrangement, house frontages and garden arrangement.

P5: Change in surface materials, asphalt and tracking revisions

P3	12-04-23	Issue for Planning	DL
P2	24-06-22	Issue for Planning	EM
P1	20-05-22	Design freeze issue	EM
Rev	Date	Description	Initials

Project name

### St Clare Business Park Landscape

Drawing number	Rev
3522 - LB - XX - 00 - DR - L - 200000	P3

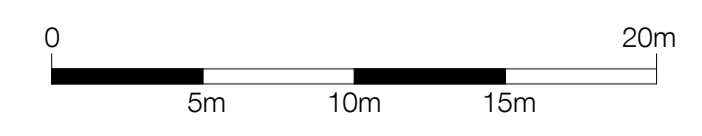
### Landscape Masterplan

Purpose of issue	Date
For Planning	20/05/2022
Scale	Drawn
1 : 250 @ A1	SM
Client	Checked
Notting Hill Genesis	KD

**London**  
Thane Studios  
2-4 Thane Villas  
London N7 7PA  
+44 (0)20 7275 7676

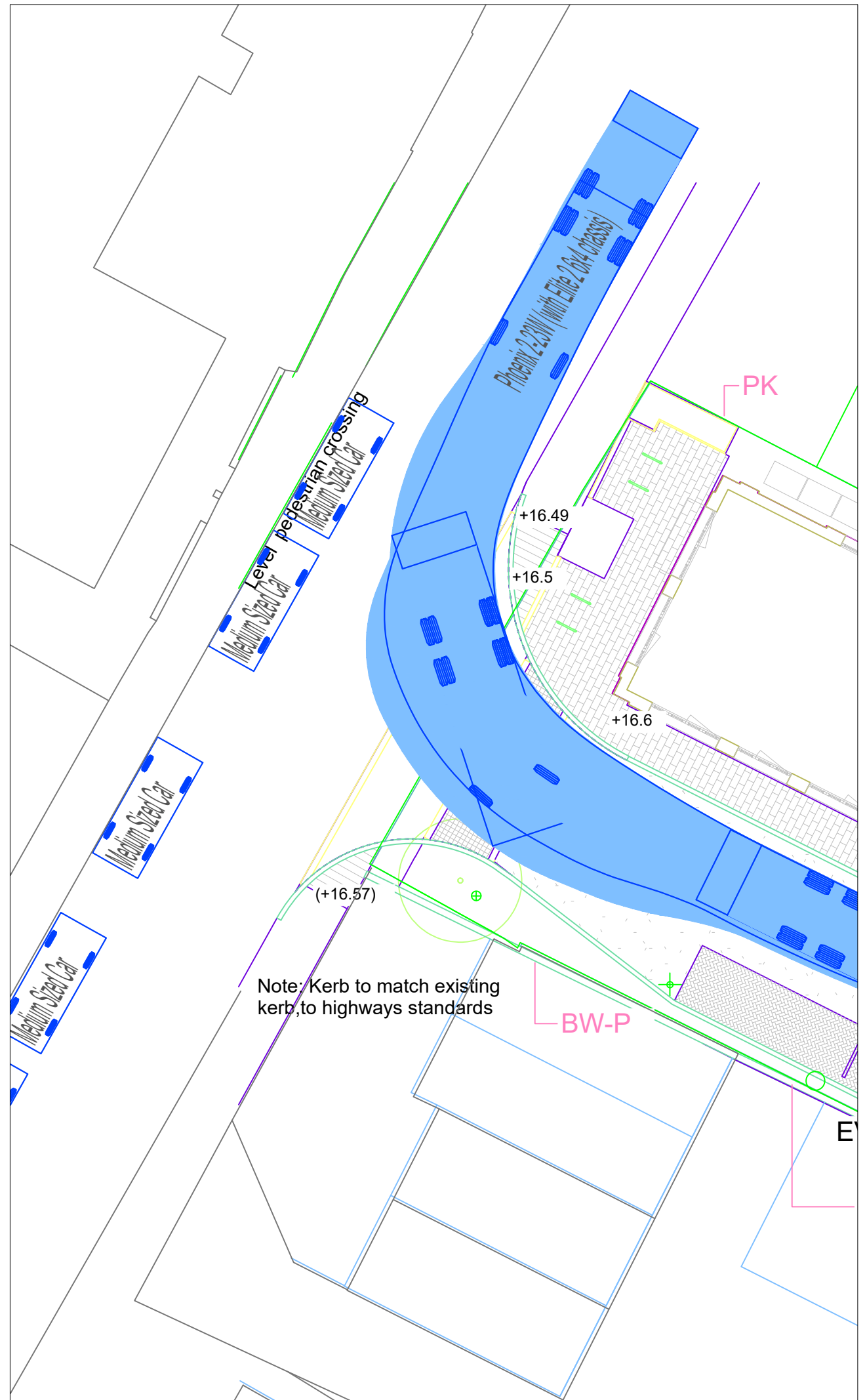
**Manchester**  
Bonded Warehouse  
Grape Street  
Manchester M3 3JE  
+44 (0)16 1669 8740

**Levitt Bernstein**  
levittbernstein.co.uk

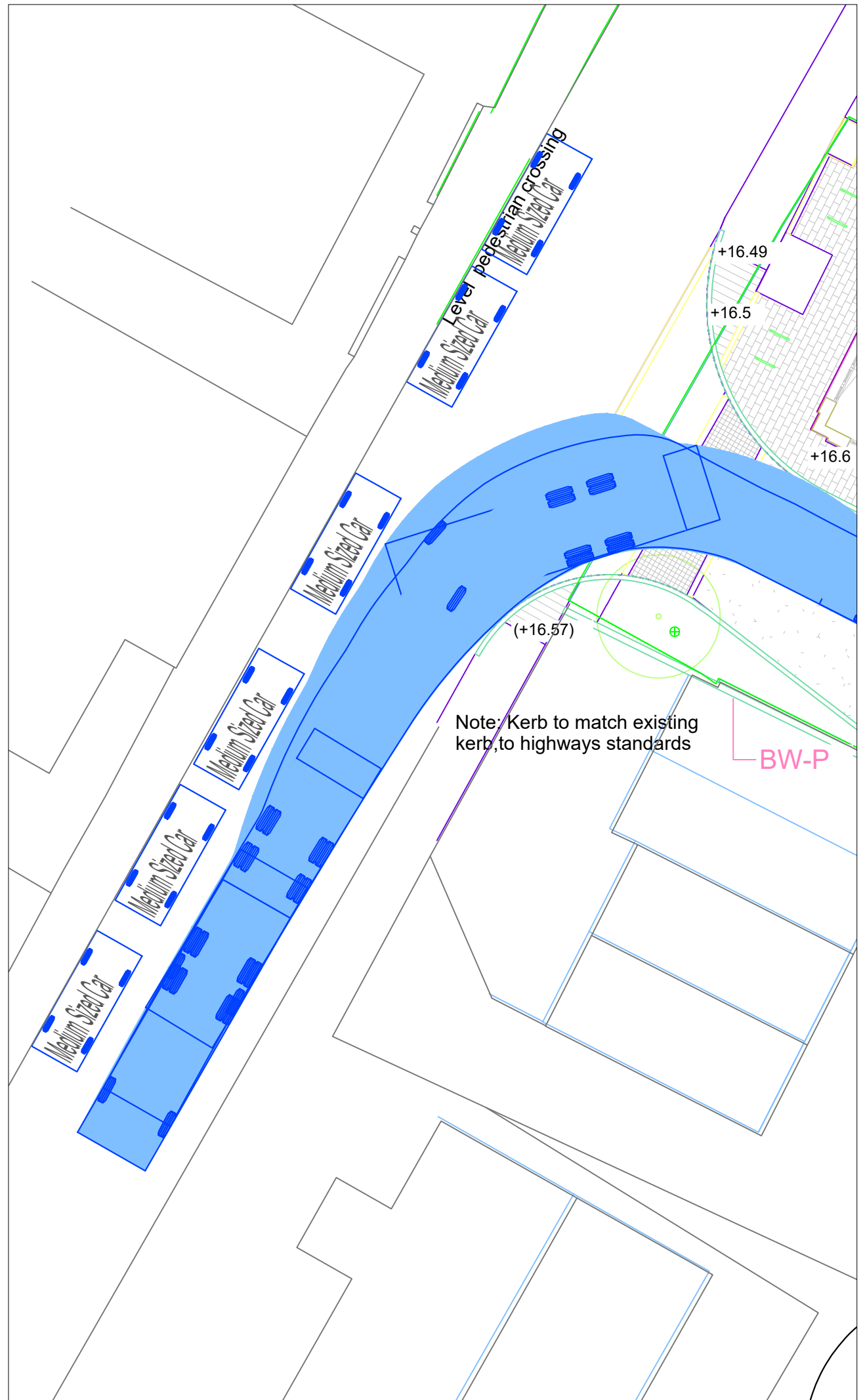




**Appendix B Swept Path Analysis**



ENTRY



EXIT

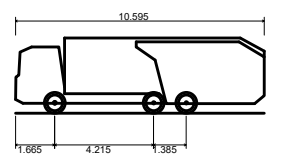
GENERAL NOTES

1. THE CONTENT OF THIS DRAWING IS FOR INDICATIVE INFORMATION ONLY AND NOT SUITABLE FOR CONSTRUCTION PURPOSES
2. THIS DRAWING IS TO BE READ IN CONJUNCTION WITH ALL RELEVANT ARCHITECTS AND ENGINEERS DRAWINGS AND SPECIFICATIONS.
3. DO NOT SCALE THIS DRAWING. ANY AMBIGUITIES, OMISSIONS AND ERRORS ON DRAWINGS SHALL BE BROUGHT TO THE ENGINEERS ATTENTION IMMEDIATELY. ALL DIMENSIONS MUST BE CHECKED / VERIFIED ON SITE.
4. ALL DIMENSIONS ARE IN METRES UNLESS NOTED OTHERWISE.
5. FOR GENERAL NOTES REFER TO DRAWING.

KEY

FORWARD GEAR  
 REVERSE GEAR

VEHICLE PROFILE



Phoenix 2-23W (with Elite 2 6x4 chassis)	10.595m
Overall Length	10.595m
Overall Width	2.530m
Overall Body Height	3.205m
Min Body Ground Clearance	0.410m
Track Width	2.500m
Lock to lock time	4.00s
Kerb to Kerb Turning Radius	9.250m

P4	UPDATED LAYOUT	24/04/23	LM	BD
P3	UPDATED LAYOUT	17/03/23	LM	BD
P2	UPDATED LAYOUT	24/06/22	LM	BD
P1	INITIAL DRAFT ISSUE	10/05/22	EF	BD

Rev:	Description:	Date:	By:	Chkd:
------	--------------	-------	-----	-------



Curtins Consulting Ltd  
 40 Compton Street, London, EC1V 0AP  
 t: 020 7324 2240 f: 020 7324 2241  
 e: london@curtins.com www.curtins.com  
 Structures • Civils • Environmental Infrastructure • Transport Planning • Health & Safety • Dispute Resolution  
 Birmingham • Bristol • Cardiff • Douglas • Edinburgh • Kendal • Leeds • Liverpool • London • Manchester • Nottingham

INFORMATION

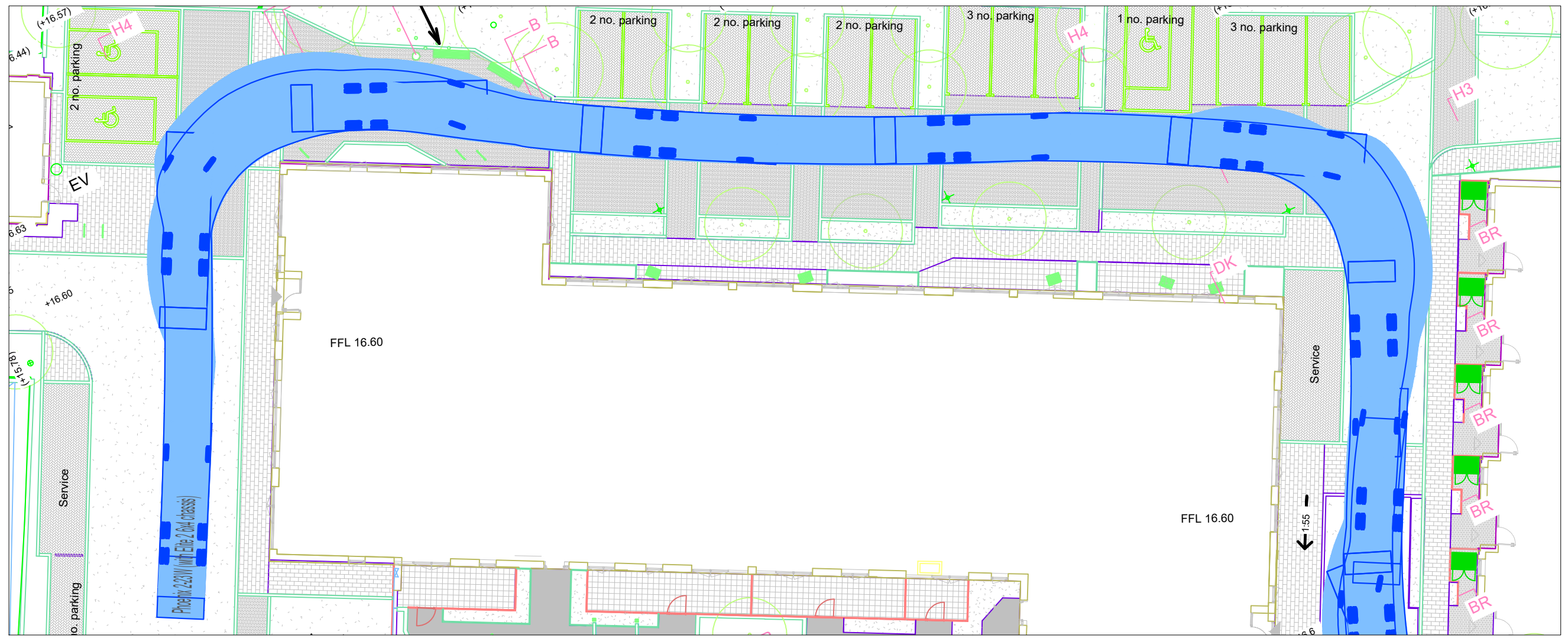
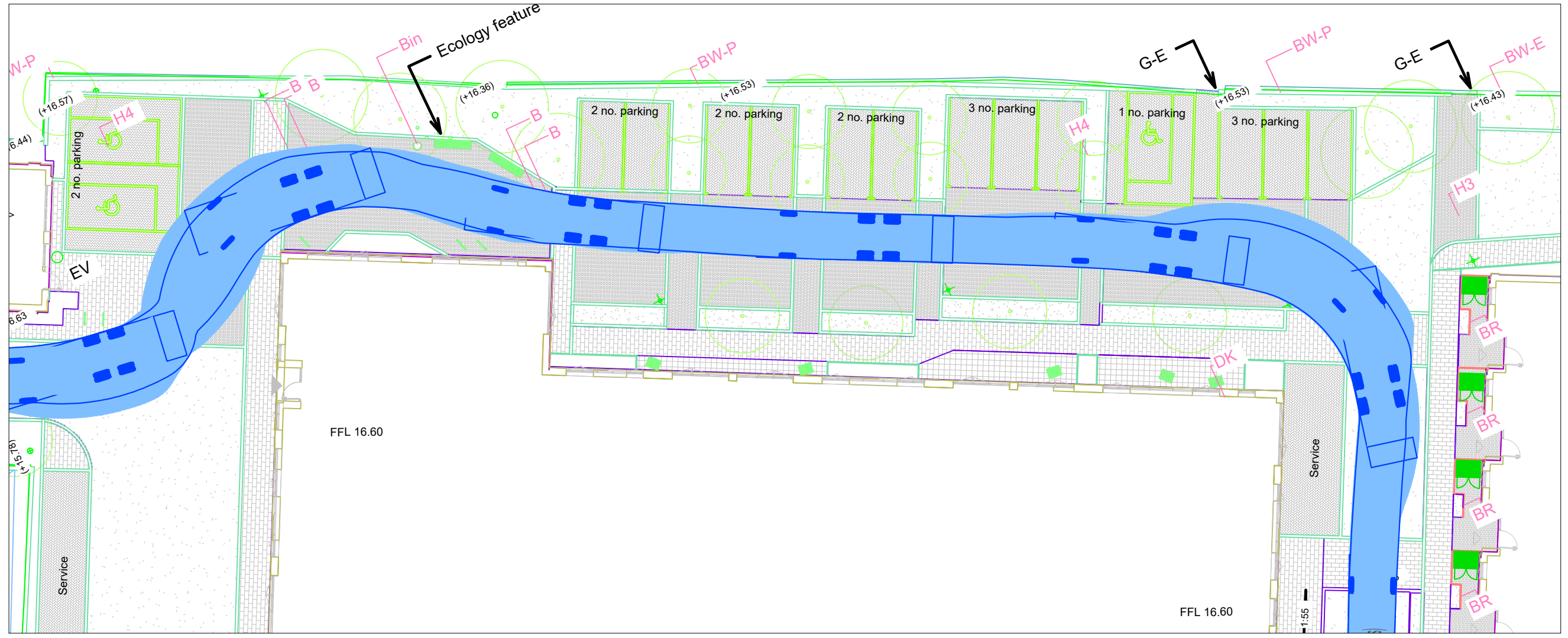
Project: ST CLARE BUSINESS PARK

Drg Title: SWEPT PATH ANALYSIS  
 LARGE REFUSE VEHICLE  
 WINDMILL ROAD ACCESS

Scale:	Size:	First Issue:	Drawn:	Checked:
NTS	A3	10/05/22	LM	BD

Drg No: 80212-CUR-00-XX-DR-TP-05001  
 Rev: P4





- GENERAL NOTES**
1. THE CONTENT OF THIS DRAWING IS FOR INDICATIVE INFORMATION ONLY AND NOT SUITABLE FOR CONSTRUCTION PURPOSES
  2. THIS DRAWING IS TO BE READ IN CONJUNCTION WITH ALL RELEVANT ARCHITECTS AND ENGINEERS DRAWINGS AND SPECIFICATIONS.
  3. DO NOT SCALE THIS DRAWING. ANY AMBIGUITIES, OMISSIONS AND ERRORS ON DRAWINGS SHALL BE BROUGHT TO THE ENGINEERS ATTENTION IMMEDIATELY. ALL DIMENSIONS MUST BE CHECKED / VERIFIED ON SITE.
  4. ALL DIMENSIONS ARE IN METRES UNLESS NOTED OTHERWISE.
  5. FOR GENERAL NOTES REFER TO DRAWING.
- SOURCE: ???

**KEY**

	FORWARD GEAR
	REVERSE GEAR

**VEHICLE PROFILE**

Phoenix 2-23W (with Elite 2 6x4 chassis)	10.595m
Overall Length	2.530m
Overall Width	3.205m
Overall Body Height	0.410m
Track Width	2.500m
Lock to lock time	4.00s
Kerb to Kerb Turning Radius	9.250m

P3	UPDATED LAYOUT.	24/04/23	LM	BD
P2	UPDATED LAYOUT.	17/03/23	LM	BD
P1	INITIAL DRAFT ISSUE.	24/06/22	LM	BD
Rev:	Description:	Date:	By:	Chkd:

**Curtins**

Curtins Consulting Ltd  
 40 Compton Street, London, EC1V 0AP  
 t: 020 7324 2240 f: 020 7324 2241  
 e: london@curtins.com www.curtins.com

Structures • Civils • Environmental • Infrastructure • Transport Planning • Health & Safety • Dispute Resolution  
 Birmingham • Bristol • Cardiff • Douglas • Edinburgh • Kendal • Leeds • Liverpool • London • Manchester • Nottingham

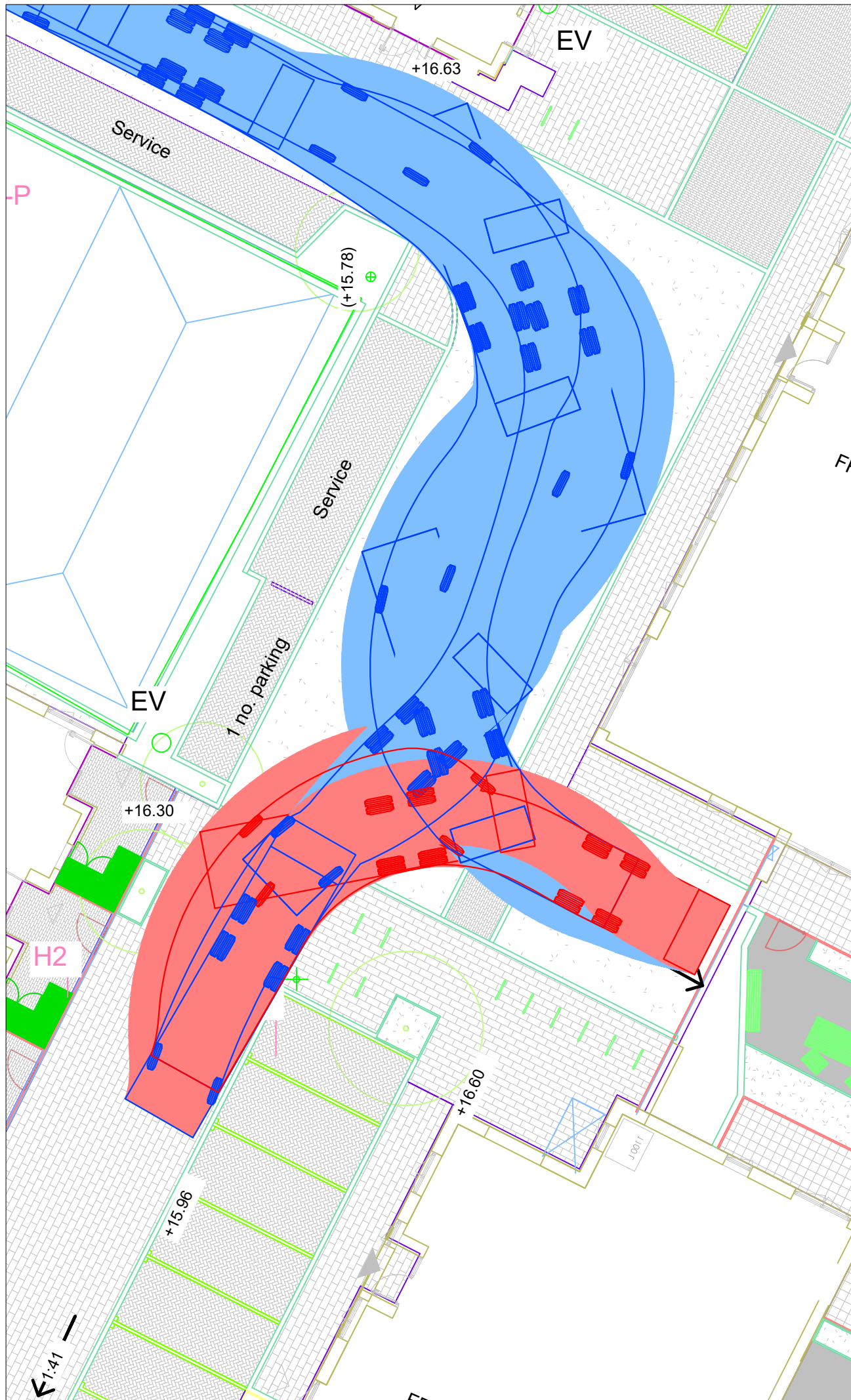
**INFORMATION**

Project: **ST CLARE BUSINESS PARK**

Org Title: **SWEPT PATH ANALYSIS  
LARGE REFUSE VEHICLE  
SITE WIDE**

Scale:	Size:	First Issue:	Drawn:	Checked:
NTS	A3	24/06/2022	LM	BD
Org No:	66642-CUR-00-XX-DR-TP-05003			Rev: P2





GENERAL NOTES

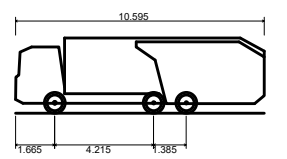
1. THE CONTENT OF THIS DRAWING IS FOR INDICATIVE INFORMATION ONLY AND NOT SUITABLE FOR CONSTRUCTION PURPOSES
2. THIS DRAWING IS TO BE READ IN CONJUNCTION WITH ALL RELEVANT ARCHITECTS AND ENGINEERS DRAWINGS AND SPECIFICATIONS.
3. DO NOT SCALE THIS DRAWING. ANY AMBIGUITIES, OMISSIONS AND ERRORS ON DRAWINGS SHALL BE BROUGHT TO THE ENGINEERS ATTENTION IMMEDIATELY. ALL DIMENSIONS MUST BE CHECKED / VERIFIED ON SITE.
4. ALL DIMENSIONS ARE IN METRES UNLESS NOTED OTHERWISE.
5. FOR GENERAL NOTES REFER TO DRAWING.

SOURCE: ???

KEY

- FORWARD GEAR
- REVERSE GEAR

VEHICLE PROFILE



Phoenix 2-23W (with Elite 2 6x4 chassis)	10.595m
Overall Length	10.595m
Overall Width	2.530m
Overall Body Height	3.205m
Min Body Ground Clearance	0.410m
Track Width	2.500m
Lock to lock time	4.00s
Kerb to Kerb Turning Radius	9.250m

P3	UPDATED LAYOUT	24/04/23	LM	BD
P2	UPDATED LAYOUT.	17/03/23	LM	BD
P1	INITIAL DRAFT ISSUE.	24/06/22	LM	BD
Rev:	Description:	Date:	By:	Chkd:



Curtins Consulting Ltd  
 40 Compton Street, London, EC1V 0AP  
 t: 020 7324 2240 f: 020 7324 2241  
 e: london@curtins.com www.curtins.com

INFORMATION

Project: ST CLARE BUSINESS PARK

Drwg Title: SWEEP PATH ANALYSIS  
 LARGE REFUSE VEHICLE  
 TURNING HEADS

Scale:	Size:	First Issue:	Drawn:	Checked:
NTS	A3	24/06/22	LM	BD

Drwg No: 80212-CUR-00-XX-DR-TP-05002 Rev: P3



# Our Locations

## **Birmingham**

2 The Wharf  
Bridge Street  
Birmingham  
B1 2JS  
T. 0121 643 4694  
birmingham@curtins.com

## **Bristol**

Quayside  
40-58 Hotwell Road  
Bristol  
BS8 4UQ  
T. 0117 302 7560  
bristol@curtins.com

## **Cambridge**

50 Cambridge Place  
Cambridge  
CB2 1NS  
T. 01223 631 799  
cambridge@curtins.com

## **Cardiff**

3 Cwrt-y-Parc  
Earlswood Road  
Cardiff  
CF14 5GH  
T. 029 2068 0900  
cardiff@curtins.com

## **Douglas**

Varley House  
29-31 Duke Street  
Douglas  
Isle of Man  
IM1 2AZ  
T. 01624 624 585  
douglas@curtins.com

## **Dublin**

39 Fitzwilliam Square  
Dublin 2  
Ireland  
T. 00353 1 507 9447  
dublin@curtins.com

## **Edinburgh**

1a Belford Road  
Edinburgh  
EH4 3BL  
T. 0131 225 2175  
edinburgh@curtins.com

## **Glasgow**

Queens House  
29 St Vincent Place  
Glasgow  
G1 2DT  
T. 0141 319 8777  
glasgow@curtins.com

## **Kendal**

28 Lowther Street  
Kendal  
Cumbria  
LA9 4DH  
T. 01539 724 823  
kendal@curtins.com

## **Leeds**

Rose Wharf  
Ground Floor  
Leeds  
L29 8EE  
T. 0113 274 8509  
leeds@curtins.com

## **Liverpool**

51-55 Tithebarn Street  
Liverpool  
L2 2SB  
T. 0151 726 2000  
liverpool@curtins.com

## **London**

40 Compton Street  
London  
EC1V 0BD  
T. 020 7324 2240  
london@curtins.com

## **Manchester**

Merchant Exchange  
17-19 Whitworth Street West  
Manchester  
M1 5WG  
T. 0161 236 2394  
manchester@curtins.com

## **Nottingham**

56 The Ropewalk  
Nottingham  
NG1 5DW  
T. 0115 941 5551  
nottingham@curtins.com