

Central London Freight Quality Partnership



3 November 2015

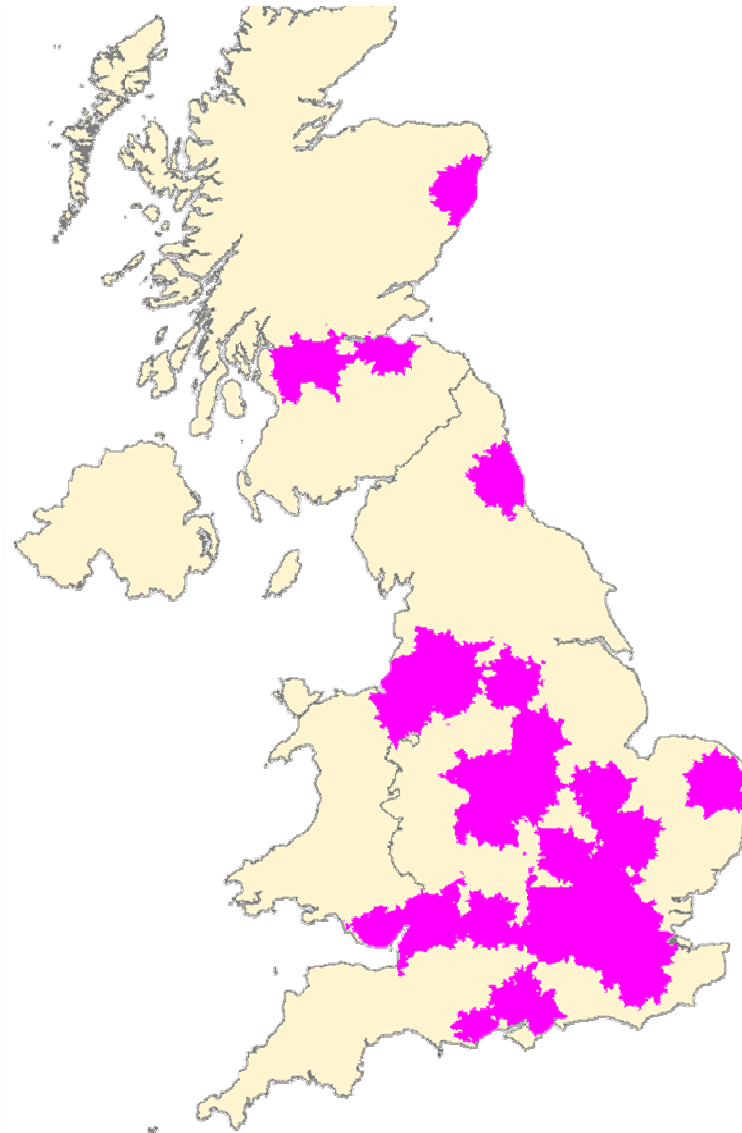
Steve Scantlebury & Sally Shinnars

John Lewis

Existing John Lewis Estate

 **2015 Estate**

- 21 Customer Delivery Hubs
- 3 new openings in 2016
 - **Origin Park**, West London
 - **Logic Park**, Leeds
 - **Ashdown Park**, Uckfield



John Lewis

John Lewis Partnership

- **32** full range Dept Stores (Leeds opening in 2016), all stocking 350,000 assortment lines
- **12** JL at Home stores (Basingstoke opening Nov 2015)
- **2** Semi Full Range Stores – Exeter & York (Oxford opening 2017)
- ‘Click & Collect’ in **200+** Waitrose Stores
- ‘Click & Collect’ - **St Pancras** opened Autumn 2014
- **Heathrow Airport Terminal 2** – opened June 2014



John Lewis

Our John Lewis Proposition

Value



Assortment



Service

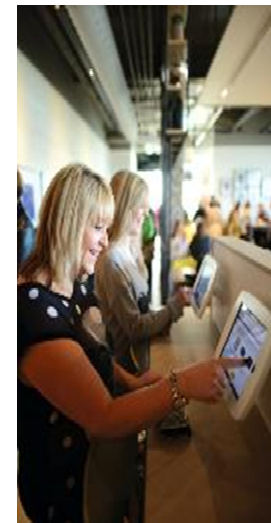


Trust



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Our challenge is anticipating how our customers will shop with us...



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‘Bricks and Clicks’ growth combines



Shops



Online

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An Introduction to John Lewis Customer Delivery Operations



985 Customer
Delivery Partners

- Installers
- Technicians
- Lead Technicians



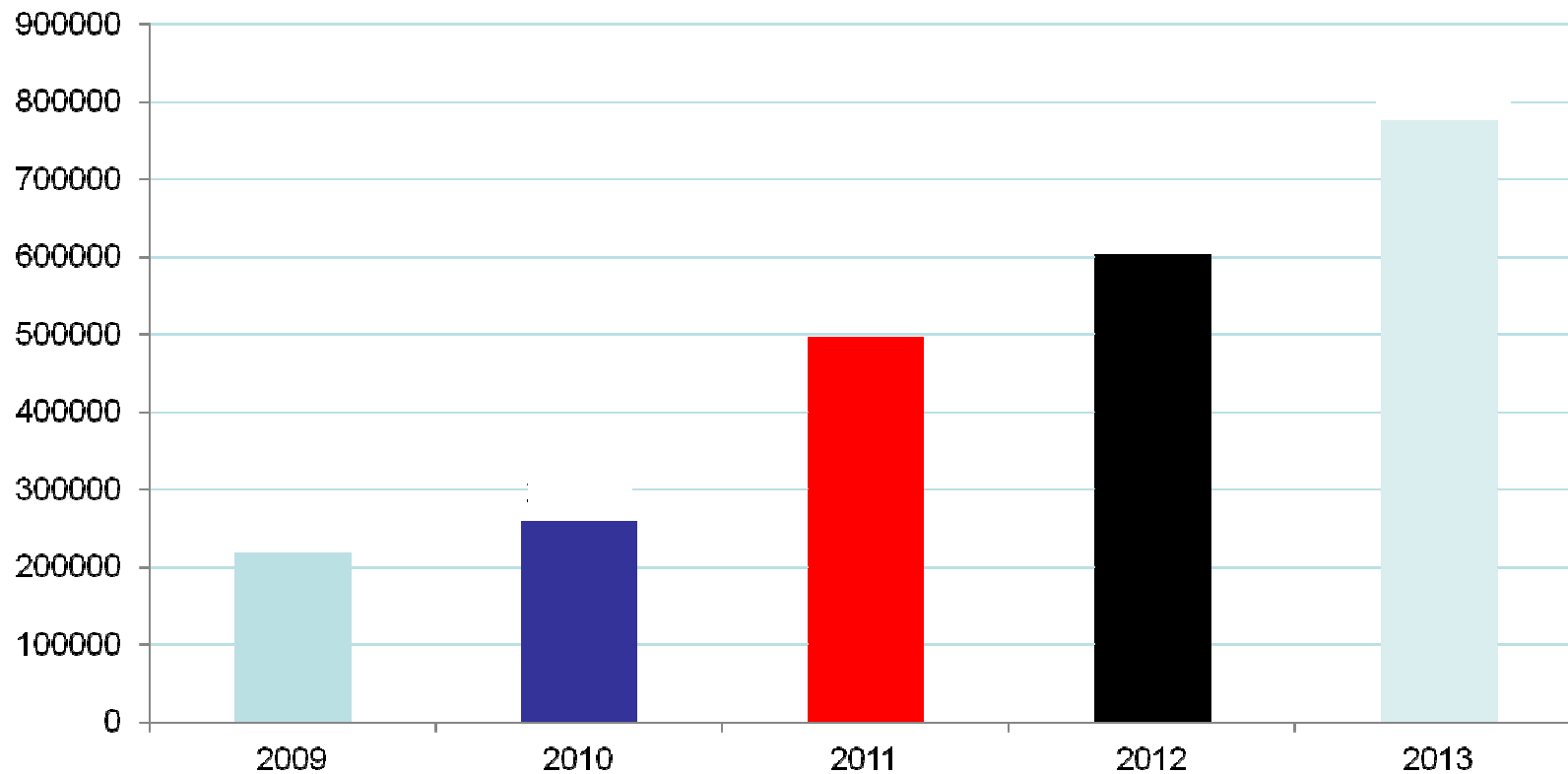
341
Green Van Fleet
Vehicles



An average of
31,500 deliveries
per week

John Lewis

The Impact of Services & Installations on the Green Van Fleet



2009 - We offered 9 services across all sites, 2 based on time, 7 based on a 'hands on' service

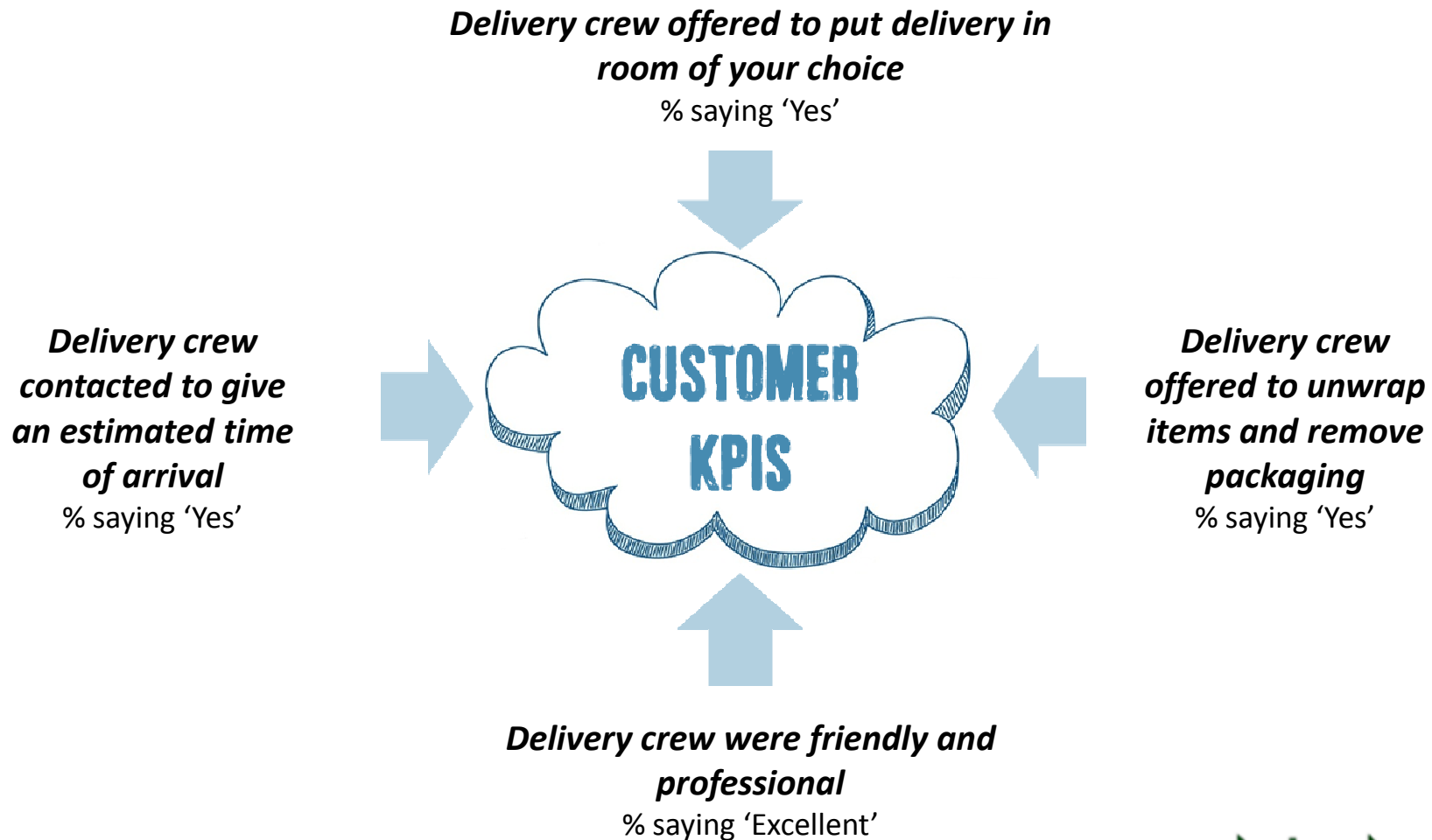
2015 - We now offer 40 services, 11 based on time/lead time, 29 based on a service

Some of the Installations & Services offered on our Green Van Fleet



John Lewis

We measure **three key service standards** as well as whether crew were **friendly and professional**

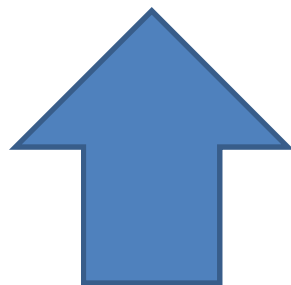
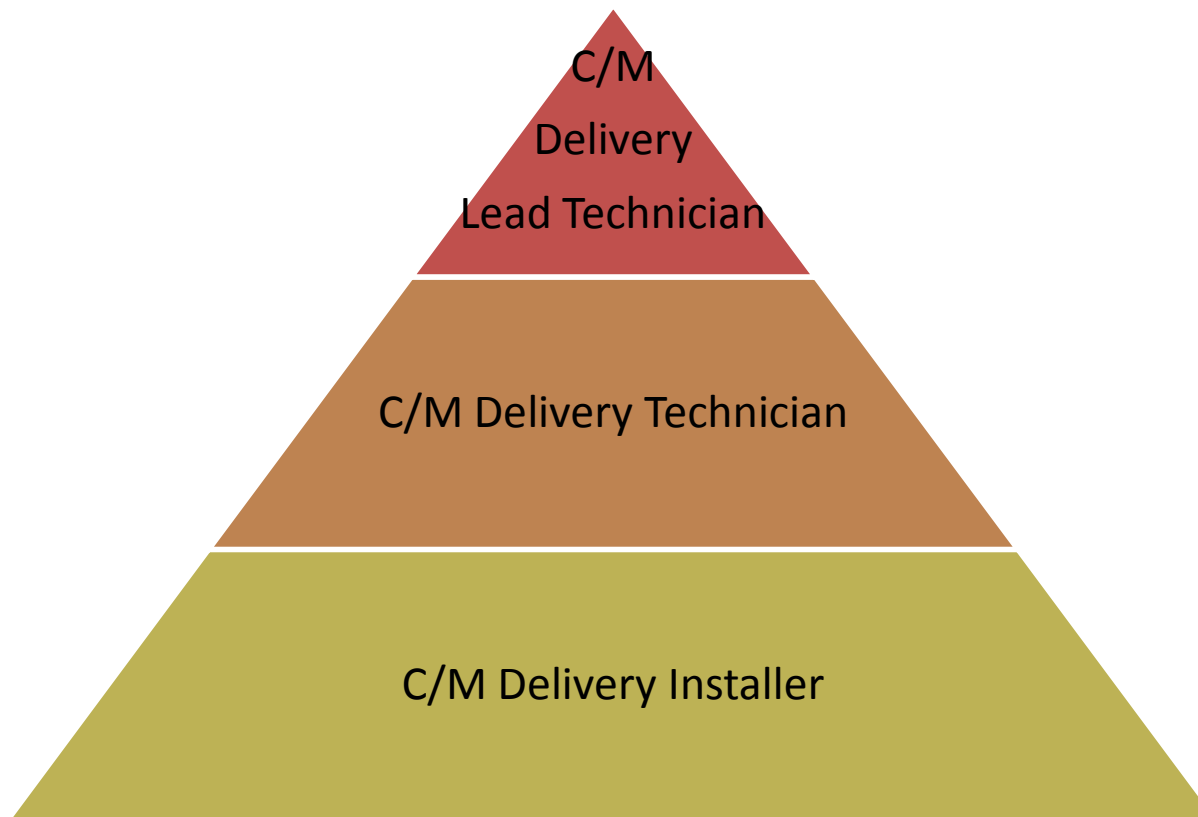


Driver Shortage challenge

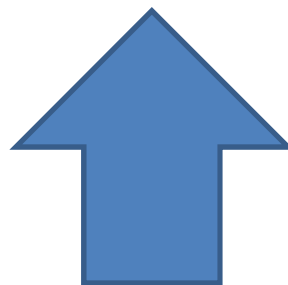


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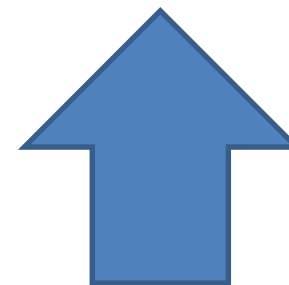
Aspirational Roles Structure



Installer Trainees



Apprentices



New starters with
proven applicable
experience

John Lewis

Our Customer Delivery Installer Apprentice programme



- Apprenticeship programme went live in July 2015
- Working with The Real Apprenticeship Company'
- 10 Apprentices across the Customer Delivery Estate

John Lewis

Driver CPC In-House



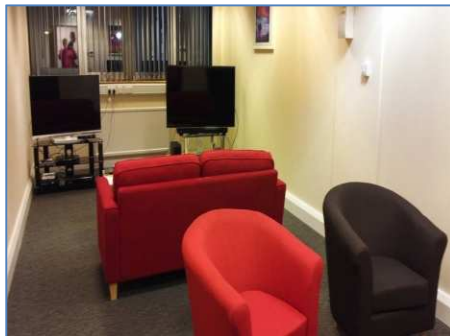
APPROVED CENTRE AC00462

- **836** Customer Delivery Hub drivers all in possession of their DQ cards, by 10 September 2014 Deadline.
- We continue to develop our Partners with our Technical Training Centre in Weybridge, Surrey.

John Lewis

Our Technical Training Centre

- Training Centre focuses on Legal Compliance and Technical Installations Services.
- Provide support, coaching and understanding to Partners.
- Give Partners confidence and competence to carry out their job.
- Maintain key behaviours and attitudes expected of a John Lewis Partner.



John Lewis

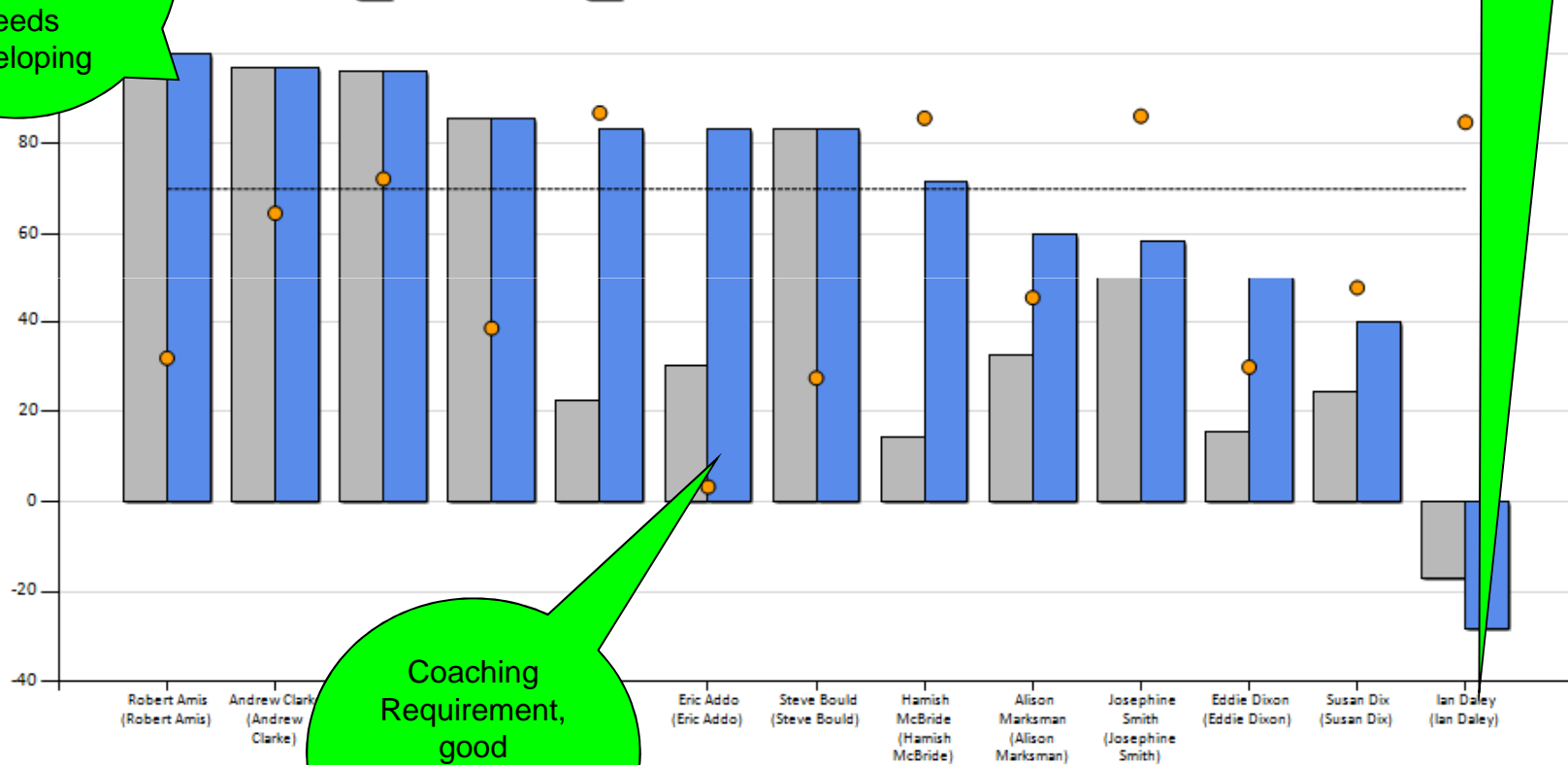
Management Report – High Level

A Partners 'Understanding & Confidence'

New Starter,
knowledge is
high but
confidence
needs
developing

Performance
Management,
high confidence,
poor knowledge

Initial Understanding Current Understanding Current Confidence Benchmark



Coaching
Requirement,
good
knowledge,
but low
confidence

John Lewis

Descartes – Dynamic Booking & Scheduling

Customer Delivery

on 06.09.2012

Delivery No 32602175

Set up at John Lewis Brent Cross

customer delivery

find a delivery

search results

delivery information

delivery items

change address

reschedule delivery

slots

manage status

Select your delivery slot

This delivery is currently scheduled for between 11:00 - 13:00 on 06.09.2012
To reschedule, please select a new delivery slot or choose another Delivery Option.

	Thurs 13/9	Fri 14/9	Sat 15/9	Mon 17/9	Tue 18/9	Wed 19/9
07:00 - 14:00	FREE			FREE	FREE	FREE
11:00 - 17:00	n/a	n/a		n/a	n/a	n/a
14:00 - 21:00		FREE	n/a	FREE	FREE	FREE

previous 6 days

next 6 days

More Delivery Options 2 hour delivery slots

	Thurs 13/9	Fri 14/9	Sat 15/9	Mon 17/9	Tue 18/9	Wed 19/9
07:00 - 09:00	£ 19.00			£ 19.00	£ 19.00	£ 19.00
09:00 - 11:00	£ 19.00			£ 19.00	£ 19.00	£ 19.00
11:00 - 13:00	£ 19.00			£ 19.00	£ 19.00	£ 19.00
13:00 - 15:00	n/a	n/a		n/a	n/a	n/a
15:00 - 17:00		£ 19.00	n/a	£ 19.00	£ 19.00	£ 19.00
17:00 - 19:00		£ 19.00	n/a	£ 19.00	£ 19.00	£ 19.00
19:00 - 21:00		£ 19.00	n/a	£ 19.00	£ 19.00	£ 19.00

Key

Eco Delivery
Help us reduce our miles travelled as a vehicle is in your area.

Available

Not Available
This slot is fully booked.

n/a We do not offer this delivery slot on this particular day

Descartes – Dynamic Booking & Scheduling

Home | Summary Reports | App Setup | Data Filters | User Profile | Setup | Help | Logged-in as JL FW-Attens since 12:44 PM | LOGOUT

Home / Dashboard - (| Routes Filter: FWResource.ResourceKey Contains r26)

Dashboard (Live)

Routes

Customize Reset Advanced Find Show All Auto Hide + -

Routes | Row 1 - 4 of 4 |

Freeze	Route ID	Resource Key	NumberOfStops	Start Date	End I
False	95047	R26AM20111107T1	10	7-NOV-2011 06:45	7-NO
False	95048	R26AM20111107T2	10	7-NOV-2011 06:45	7-NO
False	95053	R26PM20111107T1	16	7-NOV-2011 14:45	7-NO
False	95054	R26PM20111107T2	10	7-NOV-2011 14:45	7-NO

Map

Route Detail Window 1

Customize Reset Find Geo Stop Auto Hide + -

Route Detail | Row 1 - 1 of 1 |

Freeze	Route ID	Resource Key	Planned Num	Start Date
False	95047	R26AM20111107T1	10	7-NOV-2011

Stops

Stop ID	Stop No	Order Key	Requirements	Location Key	Ad
549085	0			26	Alte
1319291	1	31024049	DEL DIS	30483541	12 F
1317719	2	31023376	DEL DIS	30770423	Mos
1318998	3	18105922	DEL DEL	18105922	Ged
1302284	4	31005654	DEL	30758118	25 C
1326321	5	31031678	DEL	30775857	23 S

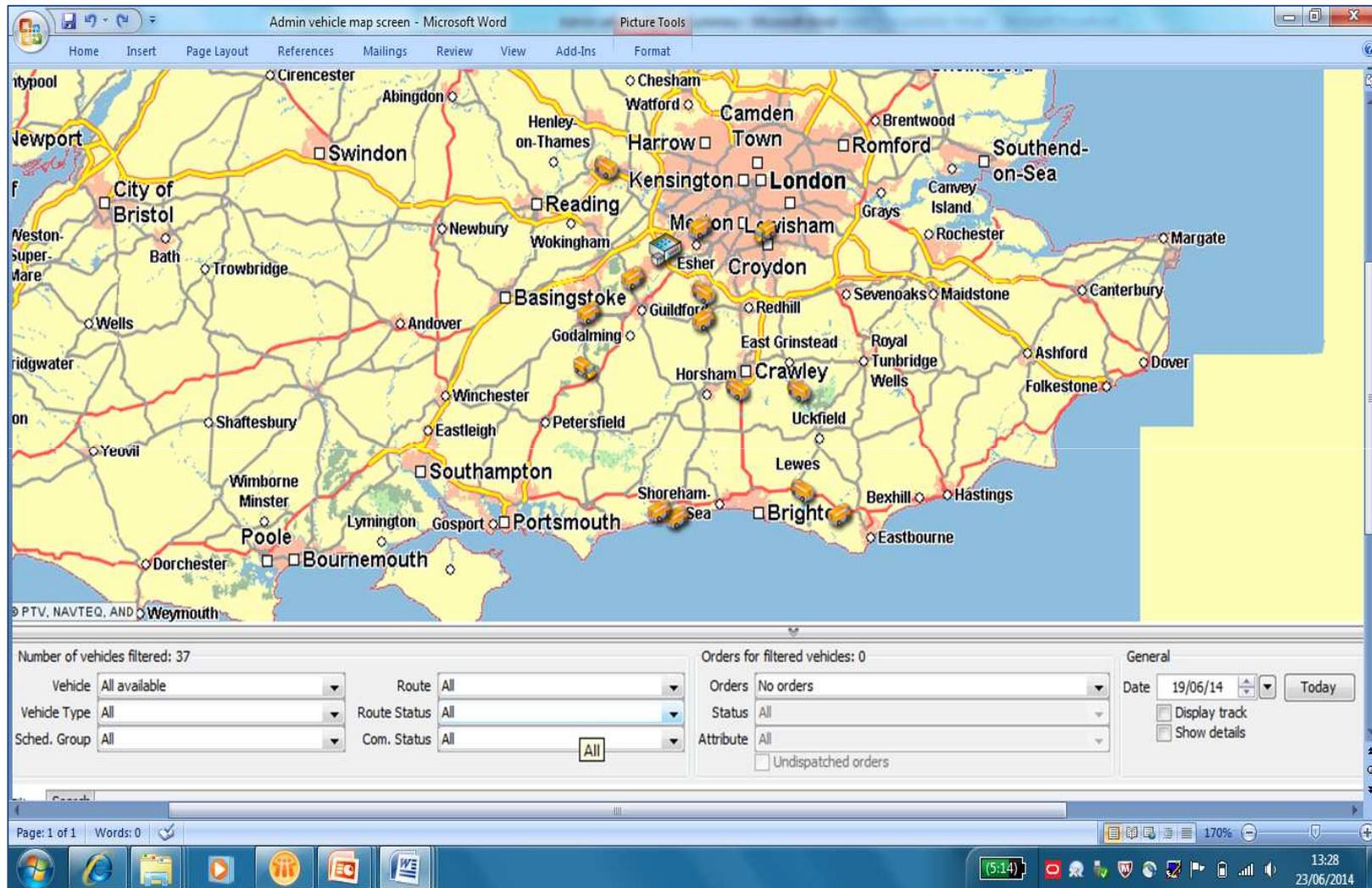
Schedule Summary

RouteTotals

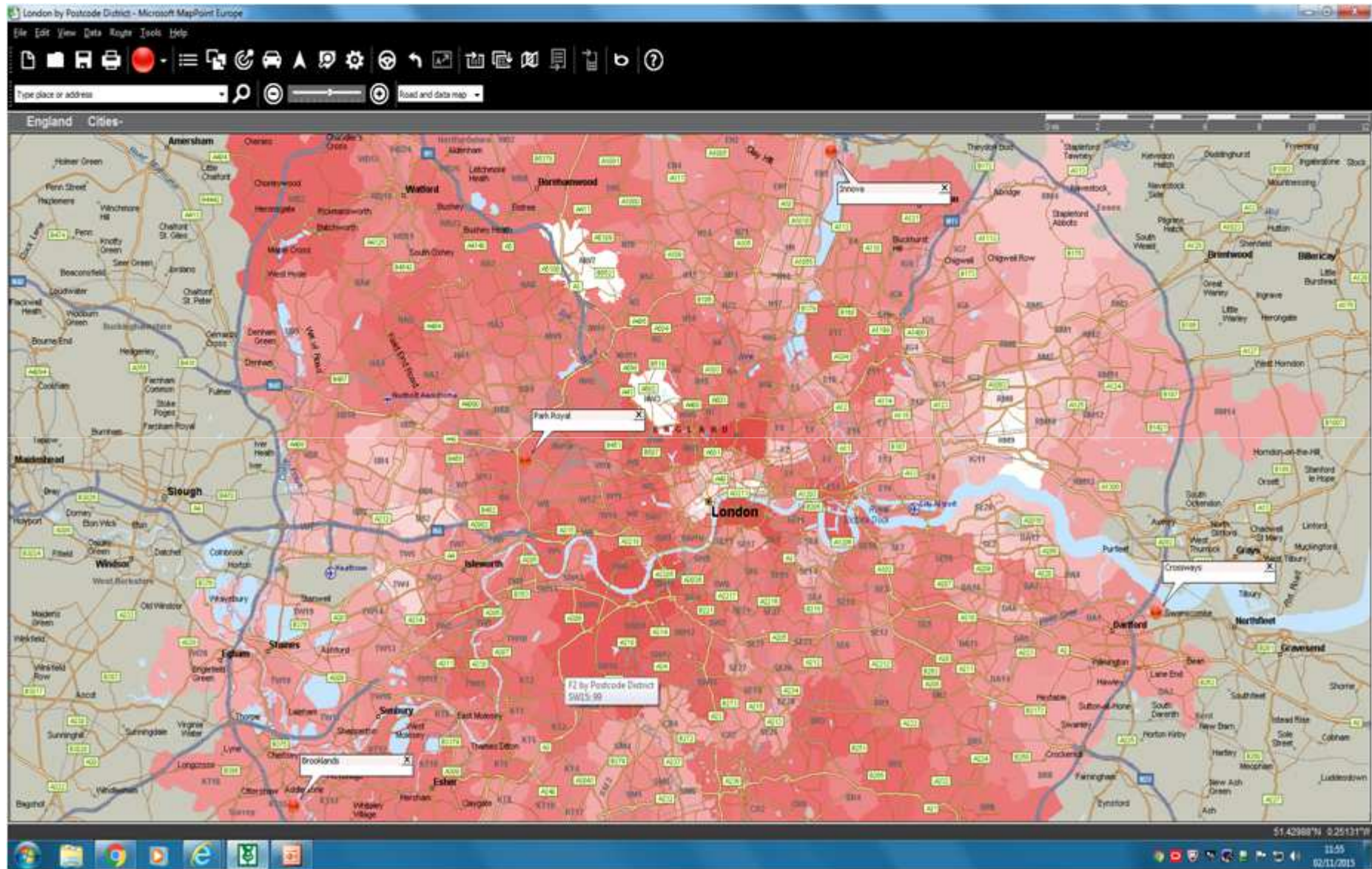
TotalNumberOfRoutes	4 / 308
Total Number of Empty Routes:	0 / 59
Total Number of Used Routes:	4 / 249
TotalNumberOfStops	46 / 2748
Total Assigned Stops:	46 / 2748
Total Unassigned Stops:	0 / 0
Average Number of Stops per Route:	11.50 / 8.92
Total Schedule Profit:	-1,758,362.55 / -64,183,320.60
Average Route Profit	-439,590.64 / -257,764.34
Total Number of Window Violations	0 / 12
Total Number of Requirements Violations:	0 / 23

Distance and Time Totals

Real Time Maps, supporting our Delivery Crews



Daily Challenges & Restrictions



John Lewis

Daily Challenges & Restrictions



Mon - Fri
8 am - 9.30 am



Mon - Fri
8 am - 9.30 am

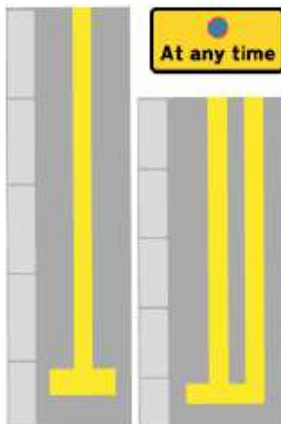


- Our Park Royal Delivery Hub completes approximately 900 deliveries per day, 4500 per week.
- 36 vehicles covering 6.00am – 2.00pm
- 30 vehicles covering 2.00pm – 10.00pm
- Traffic problems, road closures, one-way streets , loading & unloading.
- approx 8,500 deliveries completed within the M25 last week.
- approx 550 JL vehicles on the road last week within the London area, during our AM & PM shifts.

Penalty Charge Notices



- On average our Park Royal Delivery Hub receives **50** PCNs per week.
- Delivery crews feel rushed and under pressure with time.
- This has a significant impact on our Customers Experience with John Lewis
- Westminster Council issue the most PCNs
- It's very time consuming in challenging these on a daily basis.



John Lewis

What are we doing to protect the driver and the O licence?



John Lewis

Fleetboard and our driver's driving styles



1. Engine idling time
2. Number of over rev's
3. Over rev time
4. Economical driving
5. Speeding
6. Harsh braking

All drivers start with **100** points at the beginning of their drive

Lorries & Cyclists

Being aware of each other and keeping each other safe!



John Lewis



being prepared for El Niño '2015'...

John Lewis

Looking ahead, and how could you help us...

- Drop off 'delivery point' at new builds with no associated penalties
- Postcodes for new builds
- Accessibility to houses and flats, width restrictions
- The more flat conversions, the smaller the access is.
- Consider parking and distance to carry items to the address
- New build houses are smaller and kitchens tiny so removing or delivering appliances is difficult.
- Traffic problems, parking, red routes, road works & closures
- Luxury flats with a concierge (Canary Wharf & Barbican)
- Camden - 20 mph restrictions



John Lewis

Any Questions



John Lewis