

## London Borough of Sutton

# DELIVERY AND SERVICING PLAN

## 2010-2013

### APPENDIX TO THE WORK PLACE TRAVEL PLAN



December 2010



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## **FOREWORD**

Sutton aims to become London's most sustainable suburb. We have adopted One Planet Living as a vision for a sustainable world and we are using the 10 principles it promotes to set a framework for our goals.

The Delivery and Servicing Plan is just one of the many measures we are putting in place to take action on One Planet Living, in particular the Sustainable Transport principle.

Climate change is our biggest challenge and at Sutton Council we are committed to reducing our carbon footprint. One way we can do this is through minimising the impact of transport caused by the delivery of goods and servicing of equipment, both to our premises and to our service users.

We have carried out a review to better understand our delivery and servicing transport impacts. This plan is the first step in addressing these impacts. We expect that, over time, the plan will develop. We have already taken the first steps, for example by reducing the frequency of stationery deliveries to our offices, and by using zero emission cycle courier services. We face a challenge to reduce the impact of our own fleet vehicles and those of our contractors delivering services on our behalf.

Sutton has a track record in environmental sustainability, and is among the first local authorities to prepare a Delivery and Servicing Plan. We are now part of a European funded project, Trailblazer, through which we will work with other boroughs and European countries to share knowledge and experience on Delivery and Servicing Plans.

We look forward to working with our suppliers and local businesses to achieve our targets.



*Simon Wales*

**Councillor Simon Wales**

Executive Councillor for Communities, Transport and Voluntary Sector

## **1. INTRODUCTION**

This document represents Sutton Council's Delivery and Servicing Plan (DSP). This plan will act as a policy document for the council as a whole, including its constituent departments and sites. The DSP is a corporate strategy to minimise the negative impacts of delivery and servicing transport generated by the council's operations

### **1.1 What is a Delivery and Servicing Plan (DSP)?**

A Delivery and Servicing Plan (DSP) is a framework identifying the business practices required to actively manage the transport impacts associated with the delivery of goods and the servicing of equipment generated by an organisation's activity.

A DSP is bespoke to the organisation undertaking it. It is likely to focus on improving the efficiency of activities such as deliveries, collection, servicing trips and catering as appropriate to the organisation's activities. Improvements can be achieved through tools and interventions such as procurement practices, supplier management, environmental management procedures, facilities management and safe and legal loading arrangements.

Sutton Council's DSP promotes action to improve the efficiency and reduce the environmental impact of the council's own delivery and servicing transport and that of the council's suppliers and couriers. It also seeks to ensure safe and legal loading for deliveries.

### **1.2 Why do we need a DSP?**

Road freight accounts for around a quarter of the ground-based transport sector's CO<sub>2</sub> emissions. Minimising the frequency and environmental impact of deliveries and servicing trips will contribute to the council's One Planet and carbon reduction commitments as well as operational efficiency.

This DSP details actions to achieve one of the council's Travel Plan objectives; "to minimise the negative impacts of servicing and deliveries associated with the council's main sites".

The plan has links with the council's Eco-Management and Audit Scheme (EMAS). Actions defined in this DSP will be integrated into teams' EMAS action plans through which their progress will be monitored, audited and reported.

The council recognises the importance of implementing an exemplary DSP as an example for other organisations in the borough, and beyond, to benefit from.

### **1.3 Benefits**

- Reduction in the CO<sub>2</sub> emissions generated by council activity
- Reduction in air pollution emissions such as PM10s and NO<sub>2</sub>
- Contribution to reducing congestion and personal injury accidents
- Improved efficiency and potential financial savings
- Reduced risk of illegal kerbside activity

### **1.4 Development of DSP in Sutton**

Sutton Council is a member of the South London Freight Quality Partnership. As part of its work programme for 2008/09 the South London Freight Quality Partnership obtained funding from Transport for London to conduct a scoping study in three of its member boroughs, Bromley, Croydon and Sutton, looking at the councils' own freight and servicing transport generation.

As part of this TfL-funded work, Sutton Council engaged EcoLocal to carry out a DSP scoping study for the council. EcoLocal, under the councils' management of the Strategic Planning team, worked with the environmental sustainability, procurement and facilities management staff to carry out a strategic review of policies and procedures relating to delivery and servicing transport, as well as a detailed data collection study.

A detailed report presenting the outcomes of the scoping study was submitted to Transport for London in February 2009. A synopsis of the study is presented in section 4 of this document. The full report is available on request.

Further funding was allocated from the South London Freight Quality Partnership to develop the DSP work in 2009/10. Sutton Council established a DSP working group, which agreed to take forward a number of the recommendations arising from the scoping study, and to develop a DSP as part of the council's planned review of its workplace travel plan.

EcoLocal continued to work closely with the council to implement the recommendations and write the DSP. The content of this plan draws on emerging DSP advice from TfL and issues raised during the scoping study. Discussions with key officers have been held in order to inform the action plan.

### **1.5 DSP Scope**

This plan applies to:

- Delivery of goods by the council's suppliers
- Deliveries by couriers on behalf of the council
- Transport associated with council equipment servicing
- Delivery of goods using council fleet

This plan does not deal with transport of waste or construction materials.

## **1.6 Aims and Objectives**

The principal aim of this strategy is:

*To minimise the negative impacts of goods delivery and servicing transport generated by the Council's operations.*

To support the attainment of this aim, the following objectives have been identified:

- Reduce the frequency of trips associated with delivery of goods and equipment servicing for council operations through the use of responsible procurement strategy and departmental practice;
- Minimise the negative impacts of the council's fleet vehicles;
- Ensure low carbon, safe, legal and environmental best practice for delivery and servicing transport generated by the council's suppliers and couriers;
- Promote good practice to other local employers and the community, and set the standard in delivery and servicing.

It is expected that through implementing these targets a carbon saving of at least 37,700kg can be achieved through currently identified actions. However, over time, as contracts for services with significant delivery or servicing transport impacts come up for review, the procedures established as a result of this plan should mean that further reductions are identified.

## **1.7 Commitment**

The council's senior management is committed to the implementation of this plan, which will contribute to its agreed carbon reduction targets. This DSP has been approved by the Corporate Management Team and Executive committee as part of the Travel Plan review.

The core element of this DSP is the action plan. Each action is allocated to a named officer who will take responsibility for its progress.

## **1.8 Key roles**

The Strategic Planning team is responsible for the initial research and development of the DSP, as well as its strategic development, under the co-ordination of the senior transport planner. The Environmental Sustainability team are responsible for embedding the actions in the environmental management system (EMAS) through which it is monitored and progress reported. Other key roles include procurement, facilities management,

parking services, fleet management in addition to the managers of services generating significant delivery or servicing transport movements.

Sutton Council has established a DSP steering group comprising key staff from environmental sustainability, transport strategy and procurement.

## **2. POLICY CONTEXT**

### **2.1 National Policy**

The adoption of Freight Travel Plans is encouraged by national policy guidance, for example, Planning Policy Guidance Note 13 (PG13) where paragraph 88 refers to “more environmentally friendly delivery and freight movements” in the context of delivering sustainable transport objectives.

The Traffic Management Act (2004) focuses on optimising traffic operations in order to minimise disruption and traffic flow.

The Council is expected to monitor the environmental impact, in terms of carbon emissions generated by transport operations, as part of National Indicator 185: The percentage of CO<sub>2</sub> reduction from Local Authority operations.

### **2.2 Regional Policy**

The London Freight Plan, published by TfL in November 2007 identified DSPs as one of four key projects through which it aims to achieve an increase in sustainability for goods movements in London. Furthermore, the TfL publication ‘Guidance for Workplace Travel Planning for Development’ (2008), states that “all travel plans should include a provision for the development of Delivery and Servicing Plans, which incorporate a legal loading plan and, where necessary, a Construction Logistics Plan to manage movements associated with a development’s construction phase”.

The London Plan promotes the provision of suitable servicing and freight facilities.

Freight and servicing is considered throughout the Mayor’s Transport Strategy and most of its policies and proposals apply to both people and goods.

### **2.3 Local Policy**

Sutton has an Environmental Policy which “reflects its concern for the quality of the local environment and the need to conserve the finite resources of our planet”. The policy was established in the 1980s and is currently being reviewed.

‘The Sutton Plan 2008/09 – 2010/11’ and the community strategy ‘Sutton Strategy 2008-20’ both set out a vision to make the borough Fairer, Greener and Safer. Within this context the borough has agreed to adopt the Local Area Agreement target NI 186 to reduce per capita CO<sub>2</sub> emissions in the local authority area from 5.3 to 4.72 by 2010/11. This indicator will include emissions from transport within the borough’s boundaries.

### ***Sustainability Action Plan***

In December 2009 Sutton published a One Planet Action Plan to set targets for achieving One Planet Living. The ultimate aim of One Planet Living in Sutton is to reduce the ecological footprint of residents to a sustainable one planet level from a current baseline of nearly three planets. The action plan contains a chapter with targets for each of the ten One Planet Living principles;

- Zero Carbon
- Zero Waste
- Sustainable Transport
- Local and Sustainable Materials
- Local and Sustainable Food
- Sustainable Water
- Natural Habitats and Wildlife
- Culture and Heritage
- Equity and Fair Trade
- Health and Happiness

### ***Workplace Travel Plan***

The council's Travel Plan includes deliveries within its defined scope and includes an objective "to minimise the negative impacts of servicing and deliveries associated with the council's main sites". This DSP acts as an annex to the council's Travel Plan, presenting the deliverables to achieve this objective.

### ***Air Quality Action Plan***

Sutton's Air Quality Action Plan produced under Part IV of the Environment Act 1995: Local Air Quality Management, aims to bring about reductions in air pollution. Since the principal source of air pollution in the borough is vehicle exhausts, increased efficiency in freight transport will contribute to this plan.

### ***Eco Management and Audit Scheme (EMAS)***

This standard adopted by Sutton Council requires the authority to "exceed minimum legal compliance and continuously improve environmental performance". However, EMAS is not a policy, strategy or action plan. It is an independently audited management system which is used to ensure the delivery of environmental policies and objectives of the council. The council operates EMAS across all departments and all premises. Under EMAS, each service team has an environmental action plan detailing (or signposting) objectives and targets for reducing its impacts. Where appropriate these plans should include actions relating to the unit's own transport and refer to procedures to address the impacts, which may include transport, of their contractors. Each team has an EMAS representative (a role taken on by existing staff) who act as champions for their team and are the contact point for the council's EMAS co-ordinator who is based in the Environmental Sustainability team. EMAS has been well established in Sutton Council since 1997. Environmental targets are monitored through an internal Environmental Co-ordination Group, audited by the internal audit team and by an independent, external nationally accredited EMAS auditor. EMAS requires a

validated annual public report of progress on its significant environmental targets.

***Local Implementation Plan***

The DSP will contribute towards the aims and objectives of Sutton's Local Implementation Plan for Transport which sets out how the council will implement the Mayor's Transport Strategy (MTS). By reducing and optimising freight vehicle movements, the DSP will contribute towards achieving the MTS objectives (which are reflected in the council's LIP objectives) of delivering an efficient and effective transport system for people and goods, improving air quality, reducing noise impacts, improving road safety and reducing CO<sub>2</sub> emissions.

### 3. UNDERSTANDING OUR ORGANISATION

The London Borough of Sutton covers an area of 4,385 hectares and has a population of around 185,000 residents. Sutton Council employs around 3000 staff (5000 including school staff). The council is a unitary authority providing environmental, social, housing, education, economic and leisure services.

#### 3.1 Premises

There are 65 premises from which council staff operate (excluding school staff). Of these premises, 6 have over 100 staff, and 15 have over 15 staff. Parks, open spaces and buildings not regularly staffed such as pavilions and outhouses have not been included. The four buildings staffed by contracted services (3 leisure centres and the housing ALMO at Sutton Gate) have not been included as the council is not directly responsible for their day to day operations. Table 3.1 shows the distribution of all the council's services across these 65 premises all of which are associated with deliveries and servicing.

Parking facilities for loading and unloading are available either on-site or on-street at almost all the council premises. There are rarely problems with parking for deliveries.

**Table 3.1 Sutton Council services and premises associated with deliveries and servicing activity.**

Group	Services	Number of operational premises
Chief Executive's Group	Policy and Communications, Legal and Democratic Services, Safer Sutton Partnership	2
Resources	Finance, Customer Services, IT, HR, Payroll, Benefits, Parking	6
Environment and Leisure	Construction and Property, Environmental Sustainability, Environmental Health, Catering, Business Regulation, Street Scene, Waste, Parks, Planning, Highways, Leisure, Libraries, Heritage, Registration, Transport	21
Children Young People and Learning Services	Parent, Pupil and Student Services, Children and Families in need of support, Youth, Schools services, Learning support, Extended Schools, Play, Children's Centres	20
Adults Social Services and Housing	Community Living, Learning Disabilities, Older People and Disable People including care centres, residential homes, meals on wheels Social Services, Housing (ALMO)	19

Annex 1 shows the distribution of these premises across the borough.

### 3.2 Fleet

The LBS fleet is a mixed fleet of 151 vehicles and trailers, though this number can change due to seasonal activities such as grass cutting and garden waste collection. The majority of vehicles are leased or short term hired, with only 28 owned. The council's in-house Fleet Services team repair and maintain all vehicles.

In 2008/09 the total fuel use of the fleet was 609,161 litres, of which 508,728 litres was 5% biodiesel and 8,433 litres was 30% biodiesel.

**Table 3.2 Sutton Council Fleet**

<b>Vehicle Type</b>	<b>Number</b>
Small type vans, Berlingo, Connect	42
Dustcarts	27 (own 7)
Community Transport style buses	20 (own 3)
Trailers	17 (own)
Transit Tipper Vehicles (open back)	13
Transit Style van	12 (own 17)
Road Sweepers	7
Special Type freighters for kerbside/bottle recycling	3
Mini Dustcarts	3
Cage Type HGV	3
Landrovers	2
Grab Type HGV Truck	1
Gulley Truck for drain maintenance	1

#### **4. SCOPING STUDY**

A scoping study was carried out in 2008/09 to ascertain the scale and nature of deliveries and servicing transport generated by council activity. The following is a synopsis of the study findings. The full scoping study report is available on request.

The scoping study comprised two parts;

- a) strategic review of existing policies and procedures relating to delivery and servicing transport, and
- b) site and team surveys, carried out to gain detailed information about frequency, nature and mechanisms for goods delivery and equipment servicing.

The strategic policy and procedure review looked at the council's environmental policy, local area agreements, sustainability action plan, work place travel plan and Eco Management and Audit Scheme and procurement procedures. The review established that the existing procurement, environmental and travel plans provided scope for addressing the delivery and servicing transport issues, but that this area had not been a focus for action and some procedures needed updating to support the implementation of DSP action.

Site surveys were carried out at the main headquarters, Civic Offices in Sutton town centre, and one other large office at 24 Denmark Road, Carshalton. The surveys were carried out over a two week period, noting the delivery time, company delivering, supplier, vehicle type, contents and quantity of good delivered.

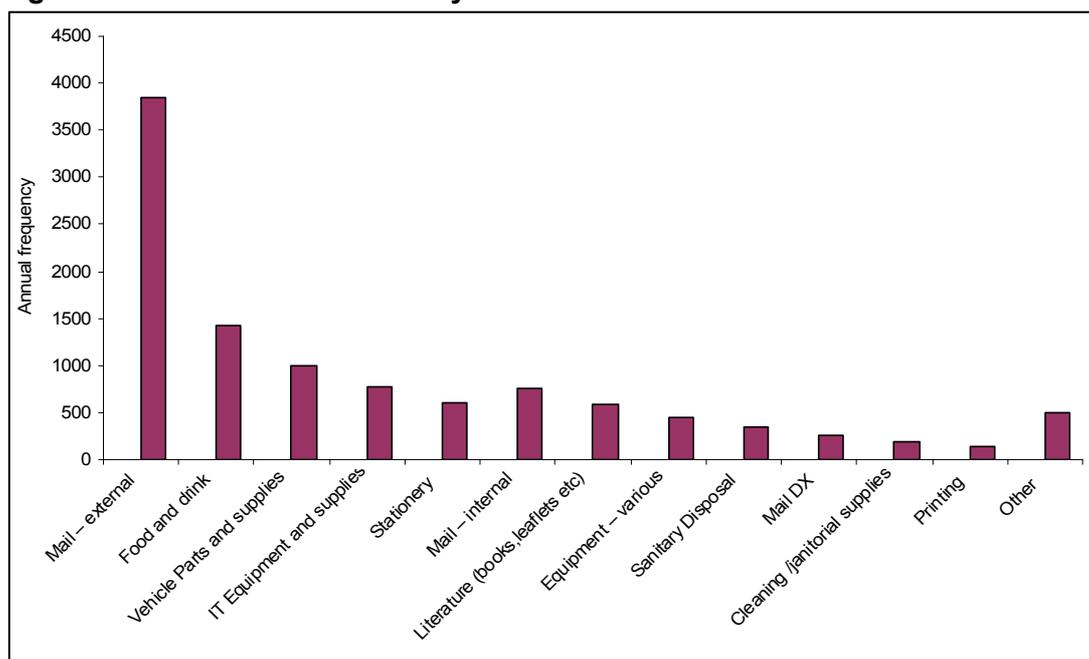
The surveys recorded a total of 150 deliveries across the two sites. The majority of deliveries recorded were carried out by transit van. Mail was the most frequently delivered item at the Carshalton office. Stationery was delivered most days at both offices, and toner daily at the Sutton office.

Questionnaires were sent to all council service teams. The results provided more detailed and useful data for the whole range of council services, than could be gathered by the short term site surveys.

Estimates derived from the data returned by teams indicate frequency of deliveries ranges from under 50 for some premises to over 1000 per year at larger offices. Care homes and day centres commonly receive between 600 and 700 deliveries per year.

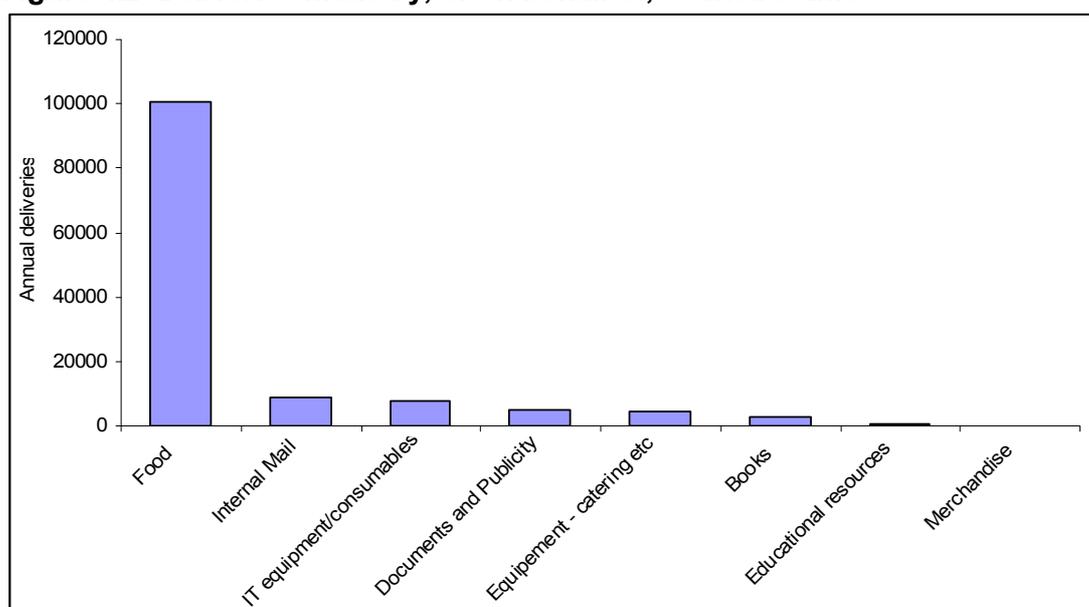
As shown in figure 4.1, mail is the most frequent delivery received, followed by food and drink.

**Figure 4.1 Deliveries received by council teams**



Some teams are responsible for the delivery of goods, either themselves or via a supplier. Food is by far the most frequent delivery, at over 100,000 deliveries per year. This includes meals on wheels delivered using council fleet vehicles, and school meals delivered by suppliers. Internal mail and IT equipment account for around 8000 and 9000 respectively. On occasions when domestic waste/recycling service provision is changed this may require significant deliveries of new bins to all homes in the borough, and therefore such data has been excluded from Figure 4.2.

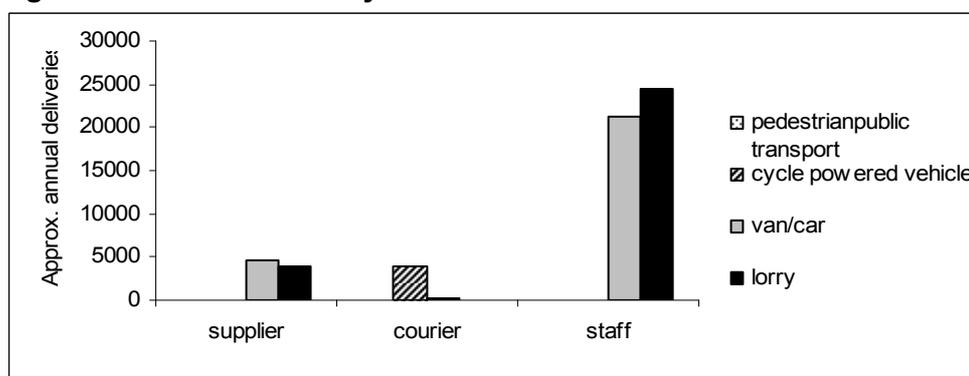
**Figure 4.2 Deliveries made by, or on behalf of, council teams**



Teams deliver items using their own staff, use a courier or are responsible for the delivery of items directly from a supplier. Figure 4.3 illustrates how this

breaks down. The data for meals on wheels (over 100,000 deliveries per year) has been excluded.

**Figure 4.3 Mode of delivery**



The scoping study outcomes were discussed at an inaugural meeting of the council's DSP steering group in June 2009. The group agreed to progress the following recommendations arising from the scoping study:

- investigate consolidating deliveries, particularly for stationery and toner
- investigate current policy/targets to improve the environmental performance of the council's fleet
- integrate DSP consideration into the council's environmental management system and procurement procedures
- develop a Delivery and Servicing Plan as part of the council's planned review of its work place travel plan
- follow up on interest expressed by the Royal Mail to discuss how they can reduce the carbon impact of their deliveries
- extend the council's use of the local zero emission delivery service where possible

## **5. DELIVERING THE PLAN**

### **5.1 Approach**

The following general approaches will be taken to deliver this plan:

- strategic procurement policies/strategy
- specifications in procurement contracts
- embedding actions through the council's environmental management system (EMAS) action plans, and programme development for Sustainable Transport One Planet principle
- parking strategy for safe and legal loading
- sustainable fleet management

## 5.2 Action Plan

**OBJECTIVE 1 :** Reduce the frequency of trips associated with delivery of goods and equipment servicing for council operations through the use of responsible procurement strategy and departmental good practice.

No.	Action	Responsibility	Target Date
1.1	Update the council's procurement (Greening Supply Chain) procedures to prompt specification of efficient trip frequency for goods delivery and servicing visits. Ensure procuring officers aware of procedure updates.	EMAS and procurement staff	Sept 2010
1.2	Investigate whether specifying suppliers' use of delivery companies committed to sustainable freight distribution schemes (such as Freight Operator Recognition Scheme FORS or ECOStars) is feasible without distorting or preventing competition.	Strategic Planning	June 2011
1.3	Review delivery of council stationery with a view to reduce deliveries from daily to twice per week, hence reducing carbon emissions by 30% from the baseline of 1683kg CO <sub>2</sub> in 2008.	Procurement team	April 2010
1.4	Incorporate procedures to avoid unnecessary photocopier call outs, in office environmental good practice guide.	EMAS officer	
1.5	Potential action to be considered:- re: transport generated through the repairs and maintenance contractor.	Construction and Property team	
1.6	Update EMAS action plan/good practice note templates to prompt all teams to address deliveries and servicing frequency as appropriate to their activities.	EMAS officer	
1.7	Recommend, via EMAS action plan reviews, that teams identified in DSP scoping review as responsible for regular significant deliveries made by council staff, review efficiency of deliveries annually.	EMAS officer	
1.8	Consider consolidating suppliers or using local suppliers where this would reduce deliveries and still provide value for money	Procurement team	ongoing
1.9	Consider inclusion of environmental specifications regarding transport impacts when renewing catering contract.	Catering team	Contract to be renewed March 2012
1.10	Work with local organisation, BioRegional, to investigate the feasibility of increasing the proportion of local fresh food supplied to schools.	Catering team	2010-2012
1.12	Review delivery of vehicle parts and supplies to fleet services, as part of fleet services review.	Fleet Services	

**OBJECTIVE 2:** minimise the negative impacts of the council's fleet vehicles. Reduce the carbon emissions by 50% by 2017

2.1	A review of the action plan for Sutton's fleet is underway. Based on 2008 data, a 50% reduction in carbon emissions for fleet used for delivery purposes would save an estimated 35,000kg CO2 per year by 2017.		
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**OBJECTIVE 3:** Ensure low carbon, safe, legal and environmental best practice for delivery and servicing transport generated by the council's suppliers and couriers.

3.1	Update 'Greening Supply Chain' procedures to prompt specification of reasonable low carbon and high environmental standards for suppliers' vehicles used to deliver goods or for servicing. Ensure procuring officers aware of procedure updates.	EMAS and Procurement officers	Sept 2010
3.2	Where feasible use low carbon, high environmental performing courier companies for deliveries, saving around 1400kg CO2 annually	Contracting officers	ongoing

**OBJECTIVE 4:** Set an example, and promote good practice to other local employers and the community.

4.1	Publish Sutton Council's DSP for circulation to other London boroughs.	July 2010	Transport planning officer ongoing
4.2	Use DSP guidance from TfL, when available, as part of work to support local businesses with their Travel Planning.	Smarter Travel Sutton team – check with Lee if STS are still supporting businesses	

## **6. MONITORING AND REVIEW**

The above actions will be incorporated into teams' environmental management system (EMAS) action plans. These EMAS action plans are reported on annually via an Environmental Management Group. EMAS Action plans are audited internally and by external EMAS verifiers.

Progress will be reported to committee with the borough's Travel Plan reporting timetable. Actions will also be reviewed at this time.

Expected review date: March 2013.

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