

# Further Development of Croydon Delivery and Servicing Plan (DSP)



**Final Report**

Prepared for

**South London  
Freight Quality  
Partnership (SLFQP)**  
by



**Version 1.0 March 2010**

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## Executive Summary

Following the DSP Scoping Study reports for Sutton, Croydon and Bromley Councils, which were submitted to TfL in February 2009, a 'Pathway to Implementation' for developing DSP work in all three Boroughs was agreed. Funding for further development of DSPs was agreed for each of the three Boroughs and this document provides a report on the work carried out in Croydon Council. Transport & Travel Research Ltd has been working with Croydon and Bromley Councils and EcoLocal has been working with Sutton as part of the overall programme managed by TTR through the South London Freight Quality Partnership.

A DSP working group for Croydon Council was set up and held its first meeting in June 2009. The scope of the DSP was discussed and the main generators of deliveries within the Council were discussed. The output for the current report was agreed as a case study, because the formal DSP will take time to develop and gain formal approval to be in place for the opening of Croydon Council's new buildings in 2013.

The plan of work for the further development of a DSP for Croydon Council was agreed. It was agreed that the DSP at Croydon Council would initially focus on stationery deliveries. This would involve discussions between Croydon Council and Office Depot, as the preferred supplier to the regional procurement group, informed by studies of best practice in stationery deliveries. It was agreed that if stationery deliveries to Croydon Council offices could be rationalised, that the next step would be to introduce this approach for other organisations in Croydon.

In parallel with this several other elements were developed in preparation for the final DSP, including:

- Development of a Construction and Logistics Plan for the new office complex;
- Integration with Croydon Council Travel Plan;
- Environmental Policy and Green Commitment;
- Sustainable Procurement Pack
- Knowledge Sharing Plan.

## 1 BACKGROUND

As part of its work programme for 2008/9, the South London Freight Quality Partnership (SLFQP) allocated funding to conduct a detailed scoping study into the development of a Delivery and Servicing Plan in three of its member boroughs – Bromley, Croydon and Sutton. Transport & Travel Research Ltd (TTR) worked with Croydon and Bromley Councils and Ecolocal worked with Sutton to conduct the DSP scoping studies which were finalised in February 2009.

All three Boroughs then indicated that they were keen to progress further with the work towards developing a DSP and funding was agreed with Transport for London. An inception meeting was held at TfL's offices on 6 April 2009 and the proposed workplan below was discussed and agreed:

- 1 Establishment of a DSP Working Group
- 2 Development of a business case
- 3 Integration with Council Policies
- 4 Knowledge sharing and dissemination (development of a case study)

This document provides a report on the further work carried out in partnership with Croydon Council.

## 2 PROJECT MANAGEMENT

A project inception meeting was held at TfL's offices at Palestra on 6 April 2009. This meeting was attended by the following:

- **Transport for London (TfL)** - Peter Blaine (Freight Quality Partnerships Coordinator) and Joseph Dack (Project manager, TfL Freight Unit)
- **London Remade** - Hugh Smith (Programme Manager, Business Support) and Guy Raithby-Veall (Project Manager)
- **Croydon Council** - Muhammad Ali (Environmental Management Officer - Environment and Sustainability Team), Clive Simmonds (Environmental Consultant - Pollution Service) and Andrew Day (Facilities & Support Services Manager)
- **Bromley Council** (Iain Forbes - Head of Transport Strategy)
- **Ecolocal (for Sutton Council)** - Tansy Wenham-Prosser (Environmental Consultant)
- **Transport & Travel Research Ltd (TTR)** - Alan Lewis (Director), Sarah Clifford (Associate), Corina Negrea (Consultant) and Chris Penn (Consultant)

Andrew Champion from Bromley and Alex Forrest from Sutton gave their apologies. Following introductions by AL, a presentation was made by SC and TWP outlining progress to date (presentation slides attached). SC explained that the purpose of the meeting was to start the Borough DSP further work but also to address one of the requests that came out of the Scoping work, which was that the Boroughs wanted to share experiences of the DSP scoping study work. There was then a discussion involving each of the participating Councils. HS provided more detail about the London-wide DSP programme which is being conducted by London Remade and AEAT for TfL. The meeting concluded with agreed next steps for each Borough.

A further update meeting was held with Kia Colbeck (Head of Environment and Sustainability Team) on Monday 15<sup>th</sup> February 2010 and a subsequent progress update was held over the telephone with Mohammad Ali, Environmental Management Officer. Topics covered were:

- The ongoing organisational restructure at Croydon Council and the impacts this will have on the Environment and Sustainability Team and the Delivery & Servicing Plan;
- Sustainable Procurement Policy revisions
- Environmental Policy Updates
- Plans to develop a Sustainable Procurement Pack
- Progress update on discussions with Office Depot regarding rationalising stationery supplies
- Croydon Council Urban Regeneration Vehicle Public Sector Delivery Hub
- Updates on DSP progress at Sutton and Bromley
- Reporting to Transport for London

## 2.1 Croydon Council organisational considerations

The work for the further development of DSPs started in April 2009. There has been some good progress made, however this has been limited by a number organisational factors as outlined below.

- **Staffing changes and responsibilities** – As the follow on work commenced the lead for the DSP work at Croydon Council; Kia Colbeck (Head of Environment and Sustainability Team), was on maternity leave. Peter McDonald was performing the role of Acting Head of EaST. The responsibility for coordinating the DSP work was given to newly appointed Mohammad Ali, Environmental Management Officer. However, as part of the imminent restructure, his role is now focussing on the Carbon Reduction Commitment for the Council rather than transport. Although the DSP has the potential to contribute to carbon reduction for the Council's activities, it is not seen as a core function of Mohammad's new role.
- **Organisational restructure** - Croydon Council was undergoing an organisational restructure during 2009. This restructure has continued for longer than anticipated and is now not due to be finalised until May 2010. Once the restructure is complete, there will be new individual roles, new teams and new team heads. The Environment and Sustainability Team will be renamed as the Sustainable Development Team. The new Sustainable Development Team will focus more on carbon reduction and less on transport. Responsibility for the Council Staff Travel Plan will move to Human Resources and responsibility for the DSP work will be spread across a range of Council departments.
- **Construction and Logistics Plan** - New office accommodation is being developed for Croydon Council as part of the Croydon Council Urban Regeneration Vehicle Public Sector Delivery Hub (CCURV PSDH). Preparing for this has been the main focus of activity at Croydon Council and the DSP is scheduled to be in place for its completion opening in 2013. However, the most pressing element of these preparations has been the development and approval of a Construction and Logistics Plan which will be overseen by the CLP 'Working Group'. It is likely that the CLP will take priority at first and will then form the basis of future work in this area.

## 3 ACHIEVEMENTS

### 3.1 DSP Working Group

At the project inception meeting in April 2009, it was agreed that Croydon Council would establish a DSP Working Group. It was recommended that representatives from the following departments be represented on this working group; Facilities Management, EaST (Environment and Sustainability Team), Transport, Procurement and the Pollution team. In the DSP Scoping Study reports, TTR emphasised that the Council should take ownership of the development of the DSP concept and identify a DSP Champion who would chair the DSP working Group meetings. It was agreed that Peter McDonald; Acting Head of EaST would chair the first meeting of the Croydon Council DSP working group.

The inception meeting of the Croydon DSP Working Group was held on Wednesday 3<sup>rd</sup> June 2009 and was attended by the following:

- Peter McDonald (Chairman of the meeting) - Acting Head of EaST (Environment and Sustainability Team) Croydon Council
- Muhammad Ali - Environmental Management Officer - Croydon Council (Environment and Sustainability Team)
- Clive Simmonds - Environmental Consultant - Croydon Council (Pollution Service)
- Andrew Day - Facilities & Support Services Manager - Croydon Council (Facilities)
- Sarah Clifford – Associate - Transport & Travel Research Ltd (TTR)
- Donald Chalker - Principal Consultant - Transport & Travel Research Ltd (TTR)

The following points were discussed at the meeting:

- Peter McDonald (Acting Head of EaST) explained that a new head of transport strategy was about to be appointed and it was likely that they would take over responsibility for leading on the DSP. He agreed to confirm once this appointment had been made.
- There was a discussion about the CLP required as part of the Croydon Council Urban Regeneration Vehicle Public Sector Delivery Hub. Croydon Council mentioned that the CLP / DSP developed for Croydon Council could be used as a blueprint for the other developments in Croydon. It was added that there is a link to all developments in the Borough and that CLPs are now required as part of planning requirements.
- **Future meeting attendees** - It was agreed that it would be useful to invite TfL to the next meeting (if available). It was also agreed that Liz Calcutt from Procurement and Fleet Manager Paul Croxon should be involved in future meetings.
- **ENVIBE** – Croydon Council confirmed that whilst it would continue to be part of the Council, ENVIBE was being moved and the role would become a secondment to the Economic Development Company. It was commented that membership of ENVIBE had become more popular recently as a result of the recession as it offered businesses an opportunity to save money as well as reduce their environmental impacts.
- **Scope of the DSP** – the scope of the DSP was discussed and the main generators of deliveries within the Council were discussed:
  - Mail room
  - Democratic and Legal Services (use courier services)
  - Design Team
  - Procurement – the concept of using electronic procurement was discussed. It was pointed out that, even with electronic procurement, the bids would need to be sent out to the Procurement Board.

- Council minute deliveries.
- Waste Collection
- Following this discussion, it was agreed that at first the DSP would need to be very focused on one area and it was agreed that this area should be stationery deliveries. It was agreed that if stationery deliveries to Croydon Council offices could be rationalised, that the next step would be to introduce this approach for other organisations in Croydon.
- It was confirmed that the Croydon Council Green Commitment is being revised. The idea of incorporating DSP principles into the Green Commitment was discussed.
- CS pointed out that following air quality guidance issued in September 2009; Croydon Council has a statutory obligation to manage air quality.
- It was discussed and agreed that the strategic importance of the DSP would need to be emphasised to gain senior level support.
- It was discussed and agreed that it would be useful for the three south London Boroughs with DSPs to work together and that some elements of each Borough's DSP would be applicable across Borough boundaries. It was agreed that this could be achieved.

The following plan of work for the further development of a DSP for Croydon Council was agreed.

1. It was agreed that the further development of a DSP at Croydon Council would initially focus on stationery deliveries.
2. Croydon Council is interested in learning from the experiences of other organisations and TTR agreed to conduct some desk based research and to provide a brief summary to Croydon Council. TTR also agreed to speak to Office Depot and report back to Croydon Council.
3. Croydon Council would discuss internally with procurement before holding a formal meeting with Office Depot. It was agreed that it would not be appropriate for TTR to be involved in this meeting; however, TTR would provide advice to Croydon Council as to how to approach this meeting.
4. Following the meeting between Croydon Council and Office Depot, it was agreed that another meeting would be held to progress the development of a case study. Due to the fact that the DSP is unlikely to be implemented in time for this piece of work, it was agreed that the case study development would be based on the 'business case for a DSP' rather than actual implementation data.
5. It was agreed that the DSP working group would meet every six weeks, but that Croydon Council would take full ownership of the DSP and subsequent meetings would be run independently of TTR.

Due to the ongoing restructure, there have not been any further DSP Working Group meetings since June 2009. However, once the restructure is complete and it has been decided who will be responsible for leading on the DSP work, it is intended that the DSP working group meetings will continue. As part of the ongoing restructure, one of the new teams will be the 'Strategic Transport Team'. The work of the Strategic Transport Team would be supported on the ground by the Facilities Management Team. It is understood that the Strategic Transport Team would be the most appropriate team to take forward the development of the DSP with support from Facilities Management.

The main outcome to date of the preparation for the Council's new office accommodation is a Construction and Logistics Plan developed by Alandale Logistics and Sir Robert McAlpine. In order to 'steer' the development of the CLP, there have been a number of meetings involving the South London Freight Quality Partnership, Croydon Council Specialist Pollution Team, TfL Freight Unit, Sir Robert McAlpine, John Laing and Alandale Logistics. It has been agreed that this CLP 'Working Group' will continue to meet quarterly to oversee issues relating to ongoing preparation for and implementation and monitoring of the CLP.

The Construction Logistics Plan includes

- **a Travel Plan,**
- **a Good Neighbour Policy,**
- **Low Emissions Zone requirements** – as the site is within the LEZ, all vehicles must be compliant
- **Freight Operator Recognition Scheme (FORS)** – The FORS scheme is funded and operated by Transport for London to promote the improved operational efficiency and performance of hauliers operating within London – as part of the CLP, subcontractors are required to detail how they will adopt the ethos of the FORS scheme and register for membership
- **ECO Stars** (Efficient and Cleaner Operations) – Contractors will also be encouraged to join or adopt the principles of the ECO Stars system which aims to improve fuel efficiency and reduce emissions.
- **Traffic Management restrictions**
- **Delivery Management**
- **Upstream modal shift investigation**

### 3.2 Development of a Business Case

At the progress meetings with Croydon Council in January 2009 it was clear that in order to gain internal support for the development of a DSP, the potential cost savings and environmental benefits of a DSP would need to be illustrated more clearly. Croydon Council also identified a need to develop a business case for the DSP through further research with Council departments. It was originally planned that in order to provide support with this process, TTR would hold two meetings as outlined below:

- A meeting would be held with Office Depot – Office Depot already supplies Croydon Council with data to show the environmental impact of deliveries. Using the same data, it may be possible to also calculate the potential cost savings of consolidating deliveries as part of a DSP.
- A meeting would be held with Procurement at Croydon Council to further explore the potential cost savings of consolidating suppliers or consolidating ordering between departments.

Following the inception meeting of the Croydon DSP Working Group held on Wednesday 3<sup>rd</sup> June 2009, it was agreed that a slightly different approach would be taken. It was agreed that an initial meeting would be held between Croydon Council and Office Depot to identify ways in which stationery deliveries could be made more efficient (and that it would not be appropriate for TTR to attend this meeting). However in preparation for the meeting between Croydon Council and Office Depot, TTR conducted some preliminary research into good practices in deliveries on behalf of the Croydon Council DSP Working Group which involved the following:

- Telephone interview with Office Depot (In July 2009 TTR spoke to Doug Peace, Supply Chain Project Manager at Office Depot to obtain information about current initiatives to make deliveries more efficient).
- Desk based research into stationery supplier best practice examples (Office Depot, Staples and Office Needs Direct).

### 3.2.1 Research into good practice examples in stationery deliveries

The outcome of this research into good practice examples in stationery deliveries is included in Annex A and summarised below.

Office Depot is committed to minimise the impacts of their operations on the environment by means of a programme of continuous improvement. There are three projects underway to reduce the environmental impact of Office Depot deliveries including; the introduction of cycle deliveries in Camden; the introduction of standard electric vans and; the consolidation of stationery deliveries.

A solution to achieve cost savings is consolidation of stationery orders at the council level. By partnership with other public organisations such as the schools in the borough or other boroughs, stationery orders could be consolidated at the stationery supplier level by sharing the same order code and implement a delivery schedule.

One of the practices that Office Depot applies to their customers includes the Merseyside Collaborative Framework which is a fully OJEU compliant framework contract for office consumables, open to local government and other public sector organisations. The framework primarily facilitates the purchase of reduced price recycled products; however, members of the framework have been looking to reduce the environmental impact of their procurement activities in other ways too. Initiatives being explored include keeping order values to above £50 to reduce the number of deliveries they take and only ordering on specific days of the week to enable orders to be consolidated. Both of these initiatives reduce traffic disruption and carbon emissions.

Based on this research, the following checklist of good practice examples in stationery deliveries was provided to Croydon Council.

- Keeping order values to above £50 to reduce the number of deliveries received (Merseyside Collaborative Framework and Office Depot)
- Only ordering on specific days of the week to enable orders to be consolidated and reduce traffic disruption and carbon emissions. (Merseyside Collaborative Framework and Office Depot)
- All procurement requests to set up a new supplier have to go through the procurement department which controls the supplier master list. (Sutton Council and Office Depot)
- Targets set to reduce the percentage of low value orders, to reduce the carbon footprint of their trading relationship. (Sutton Council and Office Depot)
- The next day delivery service encourages staff to wait until there are several products to be delivered in one batch. (Sutton Council and Office Depot)
- Reduction in the number of suppliers and the number of deliveries to the borough by motor vehicles (Lambeth Council and Office Depot)
- Route analysis technology used to optimise vehicle efficiency and reduce mileage for deliveries (Staples Advantage).

### 3.2.2 London-wide DSP programme

As part of the London-wide DSP programme which is being conducted by London Remade and AEAT for TfL, London Remade and AEAT are liaising with the Central London Procurement Committee, with the aim of influencing the procurement process, especially higher up the supply chain. London Remade and AEAT have already worked closely with Office Depot and had found that reducing the frequency of order (and thereby increasing the value of each invoice), helps to reduce their administration costs and saves money.

### 3.2.3 Croydon Council – rationalisation of stationery deliveries

As Croydon Council forms part of the South London Suppliers Group (SLSG) / The London Contracts and Supplies Group (LCSG), the council itself has little control over which stationery supplier is selected or over incorporating contract clauses relating to deliveries. As there are a number of member organisations in the LCSG, all organisations would need to agree to a change in the specification of contracts.

However, using the outcomes of the research into good practices, the current DSP champion at Croydon Council (MA) met with the Croydon Council Procurement Department to raise the issue of rationalising stationery deliveries. Following this meeting, the Croydon Council Procurement Department held a pre-contract sign off meeting with Office Depot (the existing stationery provider through the LCSG). At this meeting it was agreed that, should Office Depot win the contract, deliveries to Croydon Council buildings would be reduced from daily to three times a week. In case another supplier wins the contract, Croydon Council have pledged to make sure they follow the same rule. The frequency of deliveries has reduced recently anyway due to a concerted effort to reduce paper usage at Croydon Council but this will be reduced further through the introduction of this new policy.

As part of the DSP for TfL's Palestra offices in Southwark<sup>1</sup>, a 20% reduction in deliveries was achieved. This was achieved by TfL working closely with their stationery supplier, Banner; to cut Palestra deliveries from twice daily to just three visits a week on Mondays, Wednesday and Fridays. According to the DSP case study, added benefits have been:

1. It is reported that the positive effects of the DSP are being experienced beyond Palestra. Banner supplies stationery across TfL under an organisation-wide contract. It has now switched to a three-times-a-week delivery pattern across the whole estate.
2. The stationery supplier has seen the benefits of fewer deliveries through fuel and emissions savings. TfL has seen these savings coming through in product pricing and contract management fees.

As part of the DSP Scoping Study, environmental data for Croydon Council deliveries was provided by Office Depot. This data shows that an average of 2,719.07 kgs of CO<sub>2</sub> were generated by Office Depot deliveries to Croydon Council per quarter during 2007 / 2008. These figures are based on the following assumptions:

- Every 100km an Office Depot delivery vehicle travels, 75.74kg CO<sub>2</sub> are emitted
- On average an Office Depot delivers vehicle travels 3.803 kilometres

**Table 2.3 - CO<sub>2</sub> generated through Office Depot deliveries to Croydon Council offices (2007 to 2008)**

Time Period (quarter)		Average Km Travelled	Amount of CO <sub>2</sub> Generated through Delivery Process	
Start	Finish		Tonnes	Kg
01.04.2007	30.06.2007	3817.66	2.89	2,891.50
01.10.2007	31.12.2007	3883.32	2.94	2,941.23
01.01.2008	31.03.2008	3745.955	2.84	2,837.19
01.07.2008	31.09.2008	2913.098	2.21	2,206.38
<b>Average CO<sub>2</sub> generated through delivery process per quarter</b>				<b>2,719.07</b>

<sup>1</sup> <http://www.tfl.gov.uk/microsites/freight/documents/20090921-DSP-Palestra-Case-Study.pdf>

By reducing stationery deliveries to Croydon Council buildings from daily to every three days, the amount of CO<sub>2</sub> generated through the delivery process would reduce from 2,719 kg per quarter to 1,632 kg per quarter.

### 3.3 Integration with Council Policies

#### 3.3.1 Travel Plan

At the meeting on 3<sup>rd</sup> June 2009, Croydon Council confirmed that DSP measures had already been incorporated into the Council's Travel Plan.

#### 3.3.2 Environmental Policy and Green Commitment

Croydon Council's Environmental Policy is currently being revised and will be finalised once the organisational restructure is complete. The Green Commitment is also being revised and the provisional revised version of the Green Commitment (included as Annex B) does make reference to deliveries and mentions the environmental effects of the Council's supply chain and contractors. As can be seen, the revised Green Commitment includes specific objectives relating to working in partnership with contractors to reduce the impact of transport but also working to minimise the impacts of services provided by contractors through the Sustainable Procurement Strategy:

#### TRANSPORT

We will:

- TP1: Implement actions to reduce the environmental impact of the council's fleet vehicles, contractor's vehicles and staff travel.
- TP2: Encourage use of public transport, cycling, walking and use of alternative fuel within the borough

#### SUSTAINABLE PROCUREMENT

We will implement our Environmental Procurement Policy to:

- SP1: Embed the principals of sustainable procurement into the council's procurement process
- SP2: Work in partnership with our contractors and suppliers to minimise the environmental impacts of their goods and services

#### 3.3.3 Sustainable Procurement Policy

Procurement is a tool available to Croydon Council that can be used to promote sustainable freight activity within the supply chain. The Council has an Environmental Procurement Policy which is currently being updated.

The current version is included as Annex C. As can be seen, the existing Environmental Procurement Policy already states that environmental impacts associated with delivery transport will be considered when specifying Council contracts and choosing supplies, services or works. On page 4 it is stated that 'Environmental impacts associated with the following factors will be considered when specifying Council contracts and choosing supplies, services or works: Energy used and pollution caused from transport (in delivery and operation)'.

In the Environmental Procurement Policy Supplementary Guidance (1), Opportunities for specifying environmental criteria in supply contracts are stated. In supply contracts, it

advises that it can be specified that deliveries are organised in such a way as to minimise the need to travel.

Croydon Council has recognised the importance of using the revision to the Environmental Procurement Policy to further emphasise the importance of reducing the impact of delivery and servicing transport.

### 3.3.4 Sustainable Procurement Pack

As part of the update to the Environmental Procurement Policy, Croydon Council has commissioned Forum for the Future to develop a Sustainable Procurement Pack which is currently under development. Once complete, this will be provided to the Croydon Council Procurement Department to use as a reference for all future procurement.

Croydon Council has pledged to ensure that the Pack includes guidance about reducing the impact of delivery and servicing transport. As a result, the Croydon Council Sustainable Procurement Pack (CCSPP) will form an integral part of the Croydon Delivery & Servicing Plan.

It is understood that the Kirklees Sustainable Procurement Guide (KSPG)<sup>2</sup> will be used as a model for the development of a Sustainable Procurement Pack for Croydon. The KSPG advises purchasers to consider environmental and sustainability issues as early as possible in the procurement process, as this is the point when greater influence can be exerted on the process, and where the strongest opportunities for achieving sustainable procurement can be found.

The KSPG splits the procurement process into 5 stages; Stage 1 - Identify the need; Stage 2 – Specification; Stage 3 - Choosing suppliers; Stage 4 - Awarding the contract and Stage 5 - Managing the contract. Whilst the impact of transport for deliveries and servicing can be incorporated into all stages of the process, the Guide suggest that the first stage ('Identifying the need') is the most important point in the procurement process for considering environmental and sustainability issues. The Guide advises that working with potential suppliers at this stage can also be beneficial and lead to, for example, reduced or returnable packaging, minimised road transport and more environmentally friendly production processes.

It is envisaged that the revised Croydon Council Sustainable Procurement Pack will be developed along similar lines.

### 3.3.5 Efficiency Measures

The new Strategy and Innovation Team at Croydon Council (which forms part of Service Transformation and Support Services') is introducing efficiency measures including a new IT Strategy, video conferencing, teleworking, hot desking etc. This strategy will become more important when Croydon Council move into the new offices where there will be less space.

As part of their efficiency measures, multi-functional devices have also been introduced in order to rationalize printer usage. This should have a positive impact on paper and toner deliveries.

However, whilst MFPs (Multi-functional printers) print, copy and scan all in a single device which helps to reduce the impact on the environment by reducing electricity and carbon

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<sup>2</sup> <http://www.kirklees.gov.uk/publications/procurement/SustainableProcurement.pdf>

emissions, the impact on delivery frequency needs to be closely managed. As new MFPs generally auto order their own toners, well before the device runs out and with guaranteed next day delivery, the frequency of deliveries may increase. This has been experienced at Sutton Council where MFPs have been introduced and more delivery traffic has been generated.

### 3.4 Knowledge sharing and dissemination

A case study of the work undertaken under as part of the DSP at Croydon Council has been developed and is included as Annex D.

In order to promote the work that is underway and to encourage other organisations in the Borough and other London Boroughs to adopt similar approaches, the case study could be made available as an example of good practice. The Croydon DSP case study could be included on the Croydon Council website and on the ENVIBE website. Businesses in Croydon who want to make positive improvements to their environmental performance can receive support and recognition through ENVIBE. Croydon Council is the overall co-ordinator of the ENVIBE programme ('Environmental Business Excellence' [www.envibe.co.uk](http://www.envibe.co.uk)). ENVIBE gives hands on support and rewards environmental business excellence. A network of specialist organisations provides impartial advice and services and businesses have the opportunity to achieve a bronze, silver or gold award to reward their efforts.

### 3.5 Summary

Preliminary work to scope out the work required to develop a DSP for Croydon Council started in 2008. Since then, there have been a number of achievements as summarised below:

- **Establishment of DSP Working Group** - The inception meeting of the Croydon DSP Working Group was held on Wednesday 3<sup>rd</sup> June 2009 and was attended by the Acting Head of EaST (Environment and Sustainability Team), Environmental Management Officer (Environment and Sustainability Team), Environmental Consultant (Pollution Service) and the Facilities & Support Services Manager (Facilities). Due to the ongoing restructure, there have not been any further DSP Working Group meetings since June 2009. However, once the restructure is complete and it has been decided who will be responsible for leading on the DSP work, it is intended that the DSP working group meetings will continue.
- **Development of Construction and Logistics Plan** - The main outcome to date of the preparation for the Council's new office accommodation is a Construction and Logistics Plan. It has been agreed that this CLP 'Working Group' will continue to meet quarterly to oversee issues relating to ongoing preparation for and implementation and monitoring of the CLP.
- **Agreement to rationalise stationery deliveries** – As a result of the preliminary work undertaken to work towards a DSP for Croydon Council and using the outcomes of the research into good practices in stationery deliveries, it has been agreed that, should Office Depot win the contract, deliveries to Croydon Council buildings would be reduced from daily to three times a week. In case another supplier wins the contract, Croydon Council have pledged to make sure they follow the same rule.

- **Integration with Croydon Council Travel Plan** – DSP measures have been incorporated into the Croydon Council Travel Plan
- **Environmental Policy and Green Commitment** - Croydon Council's Environmental Policy is currently being revised and will be finalised once the organisational restructure is complete. The revised Green Commitment includes specific objectives relating to working in partnership with contractors to reduce the impact of transport but also working to minimise the impacts of services provided by contractors through the Sustainable Procurement Strategy.
- **Sustainable Procurement Pack** – As part of the update to the Council Environmental Policy, Croydon Council is developing a Sustainable Procurement Pack. Once complete, this will be provided to the Croydon Council Procurement Department to use as a reference for all future procurement. The Council has pledged to ensure that the Pack includes guidance about reducing the impact of delivery and servicing transport. As a result, the Croydon Council Sustainable Procurement Pack (CCSPP) will form an integral part of the Croydon Delivery & Servicing Plan.
- **Development of case study** - A case study of the work undertaken under as part of the DSP at Croydon Council has been developed.

Once the organisational restructure is finalised at Croydon Council and as the Council moves into the new office accommodation, there is good potential for undertaking further work on the DSP. Recommended next steps for the development of a DSP include:

- **DSP Working Group** - once the restructure is complete and it has been decided who will be responsible for leading on the DSP work, the DSP working group meetings should start again.
- **Formal DSP policy document** - Once the organisational restructure is finalised at Croydon Council and a lead for the DSP has been identified, a formal DSP policy document should be produced. The new office accommodation for Croydon Council is due for completion in 2013. Therefore, the DSP should include future options for rationalising deliveries and coordinating with facilities management in the new building.
- **Knowledge Sharing** - In order to promote the work that is underway and to encourage other organisations in the Borough and other London Boroughs to adopt similar approaches, the Croydon Council DSP case study could be made available on the Croydon Council and the ENVIBE websites as an example of good practice.

# **ANNEX A: Stationery Deliveries – Good Practice Examples**

## **Office Depot**

Approximately 62% of Office Depot deliveries are carried out by their own fleet of 300 in-house delivery vehicles. 25% is carried out by their approved business partners operating dedicated services on behalf of Office Depot and 13% is carried out by their national carrier partner<sup>3</sup>.

Office Depot is committed to minimise the impacts of their operations on the environment by means of a programme of continuous improvement. Their commitments are outlined<sup>4</sup> in their community and environmental policy and summarised below:

- Manage environmental responsibilities including full compliance with UK, Eire and EU regulations as applicable
- Assess and manage the environmental impacts of operations
- Maintain an Environmental Management System to ISO 14001 standard
- Exercise product stewardship in conjunction with suppliers
- Undertake a regular audit process and monitor continuous improvement
- Commit to prevent pollution where ever practical within the business operation
- Communicate the policy to employees, customers and suppliers and make available to other interested parties

Office Depot has three projects underway to reduce the environmental impact of Office Depot deliveries including; the introduction of cycle deliveries in Camden; the introduction of standard electric vans and; the consolidation of stationery deliveries as outlined below:

1. **Cycle deliveries in Camden** – Office Depot lead this project to replace 7 delivery vans with cargo cycles (either pedal powered or electric). The cargo cycles are quieter and require less space. This scheme is currently only available in a limited area and if it was introduced elsewhere, Office Depot would need to partner with other organisations to fund the scheme.
2. **Introduction of standard electric vans** – After an evaluation of electrical vehicles Office Depot made the decision to trial electrically-powered deliveries in order reduce the carbon footprint of their transport. Electric vehicles have now been introduced in some areas however; it is not known how many vehicles from their 300 vehicle fleet are electric. The range of the vans is limited and there is a long lead time for the ordering of the vehicles.
3. **Consolidation of stationery deliveries** – In general, Office Depot is finding that customers are now more willing to accept less frequent deliveries. Office Depot is now at the stage where they are exploring the possibility of introducing this with some customers although it is still at the early stages. Where these changes have been made, costs have been saved but as yet there are no examples where this cost saving has been passed onto the customer. There are complications such as:
  - Office Depot transport fleets are moved around,
  - parcel carriers are often used and
  - there are cost savings involved in providing less frequent deliveries, however it is difficult for Office Depot to calculate the exact cost savings

<sup>3</sup> <http://www.whyofficedepot.com/solutions/logistics.html>

<sup>4</sup> [http://www.officedepot.co.uk/eu\\_content/uk/content/Community/community\\_environmental\\_policy.htm](http://www.officedepot.co.uk/eu_content/uk/content/Community/community_environmental_policy.htm)

A solution to achieve cost savings is consolidation of stationery orders at the council level. By partnership with other public organisations such as the schools in the borough or other boroughs, stationery orders could be consolidated at the stationery supplier level by sharing the same order code and implement a delivery schedule.

Among the practices that Office Depot applies to their customers the following have been identified:

- **Merseyside Collaborative Framework<sup>5</sup>** – The Merseyside Collaborative Framework is a fully OJEU compliant framework contract for office consumables, open to local government and other public sector organisations.
  - The framework primarily facilitates the purchase of reduced price recycled products; however, members of the framework have been looking to reduce the environmental impact of their procurement activities in other ways too. Initiatives being explored include keeping order values to above £50 to reduce the number of deliveries they take and only ordering on specific days of the week to enable orders to be consolidated. Both of these initiatives reduce traffic disruption and carbon emissions.
  - Since the environmentally products have been made available to the framework from Office Depot, the Merseyside Collaborative Framework has been able to demonstrate the environmental savings that have been made. They have spent £609,196 on recycled materials through the framework but have diverted 456 tonnes from landfill through procurement.
- **Sutton Council<sup>6</sup>** – Sutton Council was aiming to achieve environmental targets as well as save money and implemented the following changes in conjunction with Office Depot;
  - One cost code is used just for stationery, which allows greater control over spend and forecasts. All procurement requests to set up a new supplier have to go through the procurement department which controls the supplier master list, so requests for purchases that could be made through a contracted supplier can be blocked.
  - Office Depot supplies Sutton Council with reports and information as required and with this information Sutton Council can set targets to reduce the percentage of low value orders, to reduce the carbon footprint of their trading relationship.
  - The next day delivery service encourages staff to wait until there are several products to be delivered in one batch.
  - In addition, Office Depot has developed a positive relationship with the schools in Sutton Borough. This is often quite difficult to do – schools are autonomous, with their own budgets and specialised stationery needs, so it is rare for them to buy into one supplier.
- **Lambeth Council<sup>7</sup>** –
  - Lambeth Council reduced the number of suppliers that they do business with;
  - Further improvements were made to Lambeth's environmental footprint by the reduction in the number of deliveries to the borough by motor vehicles and
  - On-going improvements are being made between London Borough of Lambeth and Office Depot UK in the areas of e-Commerce

<sup>5</sup> <http://www.whyofficedepot.com/casestudies/publicsector.html>

<sup>6</sup> <http://www.whyofficedepot.com/Assets/Downloadablefile/sutton-casestudies-15674.pdf>

<sup>7</sup> <http://www.whyofficedepot.com/casestudies/publicsector.html>

- **Route efficiency** - Office Depot uses Territory Planner software to optimise efficiency on delivery routes. This software works out the most effective routes for delivery, reducing the miles driven and therefore the fuel used.
- **Cross Docking** - Office Depot also uses different ordering methods for next day deliveries but has implemented cross docking (transfer)<sup>8</sup> in order to service complex branch networks with multiple locations. Such capacities could be used for consolidating orders from multiple organisations (the council offices and the school/s in the borough) into one single order that could be integrated into the supplier's delivery schedule. Unlike lean delivery practices that focus on responsiveness to customer demand the new delivery system should focus on cost savings, efficiency and sustainability.

### Staples<sup>9</sup>

As with most stationery delivery companies, Staples has an environmental policy which involves optimising their procedures to limit the number of deliveries and implementing route-planning systems to reduce fuel consumption.

In the Staples commitment to corporate responsibility (Staples Soul), Staples states that they recognise the close connection between financial success and their desire to make a positive impact on their employees, communities and the planet by contributing to the following areas: diversity, community, ethics and the environment.

Their environmental policies include developing and sourcing environmentally preferable products - e.g. working with major paper suppliers to establish a more forest-friendly offering - operating according to ISO and OHSAS accreditations, running recycling programmes with their customers and minimising their facilities' environmental footprints.

One aspect of their environmental policy involves optimising their procedures to limit the number of deliveries and implementing route-planning systems for deliveries to reduce fuel consumption. This is achieved by the following:

- Staples Advantage uses route analysis technology for deliveries to optimise vehicle efficiency and reduce mileage.
- Drivers are encouraged, through good driving techniques, to maintain economic fuel consumption.
- When purchasing vehicles, they take into consideration all European regulations, CO2 emissions and fuel efficiency.
- Vehicles are maintained in accordance with manufacturers' recommended standards, therefore reducing the risk of unnecessary pollution.

Staples Advantage also has policies which are likely to apply mainly to their trunking rather than local deliveries such as:

- Staples Advantage uses double deck delivery trailers to maximise the efficiency of each journey.
- Staples also has a policy of backhauling where possible to reduce the mileage of their fleet.

<sup>8</sup> <http://www.whyofficedepot.com/solutions/logistics.html>

<sup>9</sup> <http://www.staplesadvantage.co.uk/portal/corporate/>

## Office Needs Direct<sup>10</sup>

Office Needs Direct has an environmental management system which includes working to achieve the ISO14001 accreditation. This includes a target to 'Operate in ways that contribute to lowering energy and fuel usage, reducing carbon emissions, and reducing and recycling waste throughout the entire supply chain'

Office Needs Direct (UK) Ltd provides office supplies, furniture and related products. All company and partner sites will implement and support the environmental management system that is appropriate to their potential environmental impact, and part of this goal includes working to achieve the ISO14001 accreditation. Whilst details of their ISO 14001 action plan are not available on the corporate website, the objectives of their environmental policy are listed as follows:

1. Operate in ways that contribute to lowering energy and fuel usage, reducing carbon emissions, and reducing and recycling waste throughout the entire supply chain;
2. Analyse their activities to ensure any risk of pollution, contamination or other environmental impact is controlled and, if possible, eliminated;
3. Ensure, as a minimum, compliance with all applicable legal requirements, as well as meeting or exceeding other requirements appropriate to the company's activities;
4. Recognise key stakeholders environmental interests, and work with them to ensure their interests are considered in environmental strategies;
5. Consider key suppliers' environmental policies and credentials as part of the process for evaluation and selection;
6. Monitor and report, internally and externally, the environmental impact of the company's operations; and
7. Strive for continuous environmental improvement through the setting and reviewing of objectives and targets.

### **Stationery deliveries – good practice checklist**

Below is a summary checklist of the good practices identified in section 2.2.1.

- Keeping order values to above £50 to reduce the number of deliveries received (Merseyside Collaborative Framework and Office Depot)
- Only ordering on specific days of the week to enable orders to be consolidated and reduce traffic disruption and carbon emissions. (Merseyside Collaborative Framework and Office Depot)
- All procurement requests to set up a new supplier have to go through the procurement department which controls the supplier master list. (Sutton Council and Office Depot)
- Targets set to reduce the percentage of low value orders, to reduce the carbon footprint of their trading relationship. (Sutton Council and Office Depot)
- The next day delivery service encourages staff to wait until there are several products to be delivered in one batch. (Sutton Council and Office Depot)
- Reduction in the number of suppliers and the number of deliveries to the borough by motor vehicles (Lambeth Council and Office Depot)

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<sup>10</sup> <http://www.officeneedsdirect.co.uk/environmentalpolicy.html>

- Route analysis technology used to optimise vehicle efficiency and reduce mileage for deliveries (Staples Advantage).

# **ANNEX B: Croydon Council Provisional Green Commitment**



**This is a provisional copy of the Green Commitment and is currently awaiting final approval  
It is only for internal circulation and guidance.**

**If you have any comments or would like to know about specific action plans related to this Policy, Please email [sustainability@croydon.gov.uk](mailto:sustainability@croydon.gov.uk) or call Ext 63849**

- SP1:** Embed the principals of sustainable procurement into the council's procurement process
- SP2:** Work in partnership with our contractors and suppliers to minimise the environmental impacts of their goods and services
- SP3:** Promote 'Fair Trade'

#### **WASTE REDUCTION AND RECYCLING**

**We will:**

- WA1:** Improve promotion and raise awareness about waste
- WA2:** Work towards achieving greater waste reduction and higher reuse and recycling targets
- WA3:** Work together with the community, commercial sectors and other Local Authorities to create opportunities for economies of scale in delivering services

#### **BUILT ENVIRONMENT**

**We will:**

- BE1:** Seek to ensure that all major developments achieve the highest feasible standards of sustainable design and construction.
- BE2:** Ensure that all major developments install renewable energy technologies to offset 10% of the CO<sub>2</sub> emissions for which they are responsible.
- BE3:** Promote the uptake of energy efficiency measures and behaviour change in collaboration with external partners to reduce CO<sub>2</sub> emissions from existing buildings.

#### **WATER CONSERVATION**

**We will:**

- WT1:** Implement ways to reduce the amount of water we use in all of Croydon's buildings and through the services which the council provides
- WT2:** Support promotions of good water-saving opportunities to all sectors of the community

#### **GREEN SPACES & BIODIVERSITY**

**We Will:**

- GSB1:** Make green space more accessible, safer and more attractive to visit.
- GSB2:** Aim to create new publicly accessible open spaces where they are needed most.
- GSB3:** Conserve and improve biodiversity in the borough.
- GSB4:** Continue to value and improve our street trees.
- GSB5:** Maintain and create green links using open spaces, hedges, footpaths, verges, trees and streams.

#### **ENVIRONMENTAL AWARENESS**

**We will:**

- EA1:** Raise awareness, educate and motivate staff to conduct their activities in an environmentally responsible manner
- EA2:** Raise environmental awareness of the people of Croydon including schools, businesses other partner organisation

\* \* \* \* \*

Provisional version- awaiting final approval  
(August 2009)  
Muhammad Ali  
Environmental Management Officer-Environment and Sustainability  
London Borough of Croydon

**This is a provisional copy of the Green Commitment and is currently awaiting final approval  
It is only for internal circulation and guidance.**

**If you have any comments or would like to know about specific action plans related to this Policy, Please email [sustainability@croymon.gov.uk](mailto:sustainability@croymon.gov.uk) or call Ext 63849**

We will review this Policy and supporting work every 3 years

A copy of the Green Commitment will be placed on the Council's website and on the Intranet.  
It will also be distributed to key locations with public access.  
For additional copies or information, telephone 020 8760 5791.

We welcome your feedback. Please email [sustainability@croymon.gov.uk](mailto:sustainability@croymon.gov.uk) or call the number above if you have any comments or would like to know about specific action plans related to this Policy.

Provisional

Provisional version- awaiting final approval  
(August 2009)  
Muhammad Ali  
Environmental Management Officer-Environment and Sustainability  
London Borough of Croydon

# **ANNEX C: Croydon Council Environmental Procurement Policy**

# C R O Y D O N ' S Environmental Procurement Policy



*"The Council will use its purchasing power to promote environmental sustainability, when choosing products and when contracting services"*



# THE ENVIRONMENTAL PROCUREMENT POLICY

**The Council will optimise the environmental benefits of procurement decisions, in accordance with the principle of Value for Money.**

Ensuring 'value for money' involves much more than 'lowest upfront cost'. It involves considering 'whole-life' financial costs (e.g. with respect to energy savings, durability, reduced maintenance, and waste reduction), and reducing environmental (and other) risks. The concept that environmental benefits are worth paying for, provided the financial cost is not excessive, is also implicit.

By making a commitment to this policy, the Council will help to conserve energy and resources, and reduce waste and pollution.

Furthermore, through the Environmental Procurement Policy, the Council will contribute to greening the supply-chain by supporting, and participating in, the trade of more environmentally sustainable supplies, services and works.

## Why Croydon Council has an Environmental Procurement Policy

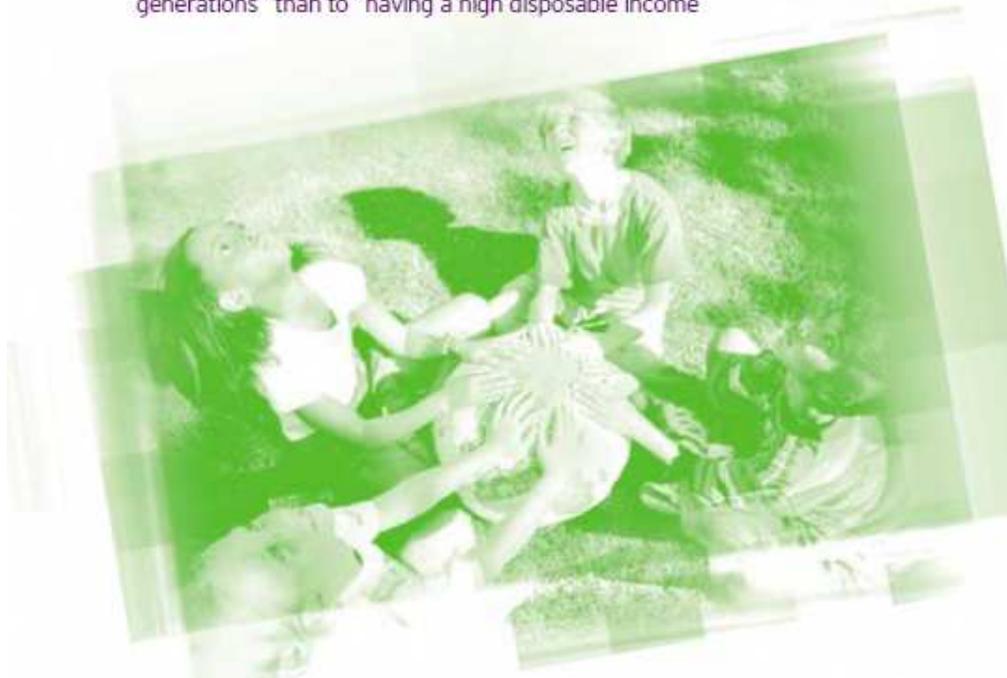
**An Environmental Procurement Policy leads to improved procurement decisions which look further into the future and can yield (direct) economic and social benefits to the Council and community over the longer term, as well as reducing environmental impacts.**

1. Croydon's Green Commitment is a key Council Policy to enable continuous improvement in its environmental performance.
2. Such a policy is necessary for achieving the Council's Vision, and to deliver best value:

### **A Council Vision**

A safe, healthy, prosperous and sustainable future for the whole community

3. A survey of the Citizens' Panel revealed that the community gives greater priority to "helping to maintain the environment for future generations" than to "having a high disposable income"





# Environmental Procurement Policy

**Environmental impacts associated with the following factors will be considered when specifying Council contracts and choosing supplies, services or works:**

- sourcing and use of natural resources, and whether the resources are renewable
- type and quantity of raw materials and energy used in manufacture
- energy used and pollution caused from transport (in delivery and operation)
- product and equipment durability, adaptability, possibilities for re-use, recyclability, packaging and resulting waste disposal issues
- environmental implications of operation and maintenance, including resources consumed, pollution caused and waste generated



**To reduce the environmental impact the Council will, whenever practicable:**

- Only buy supplies when necessary and minimise the amount of materials consumed
- Have systems in place whereby products can be reused/re-allocated within the council or donated, instead of discarded
- Buy products that are made from recycled material and/or are recyclable, and have minimal packaging. Furthermore, specify that the supplier of the product should operate or subscribe to a take-back scheme for packaging and equipment which can be re-used or recycled
- Select the more durable, environmentally friendly alternative
- Maintain & repair furniture, equipment and other products so as to extend its life
- Select the more environmentally-friendly option for cleaning, pest control and garden use
- Buy energy efficient appliances and equipment
- Use vehicles that are more energy efficient and less polluting

This policy will enable the Council to achieve longer-term financial and environmental benefits. However, following this policy can sometimes mean paying more in the short term in order to (i) realise benefits in the longer term and/or (ii) to address our responsibilities for the wider environmental impacts of local activity.

### How should the policy be applied in cases when better environmental performance entails higher initial financial costs?

The additional 'initial purchase cost' and the 'environmental benefit' need to be assessed alongside each other. 2 key points apply:

(i) **The full lifetime cost** to the Council, not just the initial purchase or contract cost, needs to be considered when evaluating any additional cost. As well as the purchase price of the contract or product, the following longer-term financial benefits are often relevant to more environmentally friendly products and services, and should be factored in where they apply:

- energy consumption savings
- waste disposal savings
- savings from reduced resource consumption
- greater durability, leading to savings on replacements
- reduced risk and administration costs through easier compliance with environmental legislation
- reduced risk through easier compliance with any future tighter environmental legislation which could render current investment redundant

(ii) **Environmental benefit:** There is an intrinsic value to environmental benefits. Therefore, higher financial costs over the lifetime of a product/service do not preclude specifying to higher environmental standards, provided that the extra cost is not. There is no generic formula which can be applied to assess whether an environmental benefit outweighs the extra cost. Therefore such decisions are necessarily a matter of informed judgment.

### In Implementing the Policy, the Council will:

- Take all reasonable opportunities to improve environmental impacts through specifying of contracts, in accordance with Supplementary Guidance I - Specifying Contracts.
- Purchase environmentally preferable supplies, services and works, in accordance with Supplementary Guidance II - Supplies, services and works.



**To improve the policy and its implementation, the Council will:**

- Inform all its suppliers of goods and services of this policy and The Green Commitment
- Seek information from all suppliers about the environmental effects of the products and services that they supply, including the supply chain implications
- Encourage all suppliers of supplies, services and works to have an environmental policy and an environmental management system in place, such as ISO14001, or (for small companies), support the adoption of environmental policies which lead to improved environmental performance
- Include environmental issues in the business questionnaire used in the tendering process
- Put in place systems to ensure that the policy is effectively implemented by all staff involved in procurement or contract management
- Review this policy every two years or earlier if necessary

This policy is supported by guidance and advice from the Environment & Sustainability Team – for more information call the Environmental Management Officer: 020 8686 4433 x3849



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# **ANNEX D: Croydon Council DSP Case Study**

## Delivery and Servicing Plans Case Study Croydon Council



### Main areas of Focus

- Rationalisation of Stationery Deliveries
- Sustainable Procurement
- Construction Logistics Plan

### Main Benefits

- Anticipated 40% reduction in stationery delivery trips
- Anticipated reduction in CO<sub>2</sub> emissions generated through the stationery delivery process by 1000 kg per quarter
- Introduction of Sustainable Procurement Pack
- Integration into existing complementary policies

### Introduction

As the largest service provider and employer in the Borough and a significant user of goods and services Croydon Council is committed to promoting sustainable development. The Council has a staff Travel Plan as well as a Green Commitment which is the Environmental Policy used to guide the Council's actions. Croydon Council was therefore interested in implementing DSP principles which are complementary to the Council's strong environmental ethos. Introducing more sustainable freight initiatives has also been a priority in preparation for the development of new office accommodation for Croydon Council which has led to the preparation of a robust Construction and Logistics Plan for the new development.

### Approach

It was agreed that the Croydon Council DSP would focus on the 7 main buildings which form a dispersed Civic Complex in Central Croydon. To assess the current situation, TTR conducted on-site surveys to collect delivery survey data, assessed current operations, analysed procurement data and reviewed existing policy documents.

The data gathered covered the delivery of tender documents, books, internal mail, brochures and leaflets, catering, IT equipment, mail, stationery and office furniture. The most frequent deliveries and collections were made by DHL, Interserve, Fed Ex, APC, Royal Mail and Medical Assurance and a number of these companies visited the site more than once a day. Couriers accounted for over 44% of delivery / collection activities during the survey period and there were 28 different couriers recorded. As the majority of courier activity is made up of deliveries to the site, Croydon Council does not have control and there is limited potential for rationalising the number of courier trips made to the site except to liaise with the local depots to see if scheduling could be improved.

The assessment of operations and data collection exercise highlighted that there was room for rationalisation of deliveries. Following the first meeting of the DSP working group it was

agreed that stationery supplies would be targeted as the first step towards rationalising deliveries as part of the DSP.

Croydon Council has also integrated delivery and servicing activities into existing complementary policies such as the Council staff Travel Plan, the Environmental Policy and the Sustainable Procurement Policy.

### **Behaviour Change / Outcomes**

As Croydon Council forms part of a South London Suppliers Group, the council itself has little control over which stationery supplier is selected or over incorporating contract clauses relating to deliveries. However, as part of the DSP, the Croydon Council Procurement Department agreed at a pre-contract sign off meeting with the existing stationery provider that deliveries to Croydon Council buildings would be reduced from daily to three times a week which will reduce the amount of CO<sub>2</sub> generated through the stationery delivery process by 1000 kg per quarter.

A key activity which forms an integral part of the DSP is the development of a Sustainable Procurement Pack which will include guidance about reducing the impact of delivery and servicing transport as part of the Sustainable Procurement Policy.

In preparation for the move to new office accommodation, the preparation of a Construction and Logistics Plan has been the main focus of activity. The CLP will take priority at first and will then form the basis of future work in this area.

The systems that Croydon Council has introduced and is planning to implement to increase delivery & collection efficiency are examples of best practice from which other organisations could benefit.

### **Way Forward**

Croydon Council has identified a number of measures to be implemented and once the internal re-organisation has been finalised, the DSP working group will lead on the development of these measures.

The first priority is the implementation and monitoring of the CLP as part of the new development. The move to the new office accommodation in 2013 will then provide an impetus for the full scale implementation of the DSP measures.

Croydon has already made a significant achievement by agreeing with the current stationery provider to reduce the frequency of deliveries to Croydon Council buildings. The next step will be to work with the South London Suppliers Group to encourage other organisations to adopt the same approach to achieve an area-wide impact.

The Croydon Council case study demonstrates that DSP policies are often complementary to and easily integrated into other existing Council policies such as Travel Plans, Sustainable Procurement Policies and Environmental Policies.