

**Further  
Development of  
Bromley Delivery and  
Servicing  
Plan (DSP)**



**Report**

Prepared for

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



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by



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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 Bromley 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.

An initial meeting of the DSP working group was held in September 2009 which confirmed that organisational efficiency is the key driver for L.B. Bromley DSP actions. Discussions surrounding the proposed DSP Working Group suggested that the group should consist of representatives from Transport, Facilities and Support Services and Environmental Development. Additional suggested representatives include Procurement, Property (suggested named contact Cliff Jones) and Office Services. Ongoing organisational restructuring made it difficult to find a leader and co-ordinator for taking the DSP forward and TTR has been providing impetus of the process until end of March 2010. All parties acknowledge that for real progress to be made ownership needs to be taken in house and a possible solution has recently been identified.

The development of a business case is seen as the key for driving this forward, with potential savings from rationalisation and consolidation of suppliers for services such as stationery, printing, internal post, bottled water, use of external couriers and waste / recycling all offering potential in this context. This will now be examined as a priority.

In the meantime a data collection exercise for delivery and servicing activity originally undertaken in 2008 was repeated, which showed little difference in terms of overall activity and patterns, but that the number of suppliers in some of the priority areas had actually increased during the recent period of organisational restructuring, so increasing the need to drive the DSP process forward.

# 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.

As part of the DSP scoping work conducted in Bromley a survey of delivery and servicing activity was conducted to provide a baseline to measure the impact of subsequent activities.

At that time it was noted that procurement within Bromley Council was not dealt with centrally. The Council uses an electronic ordering system (i-Proc) and each department was responsible for ordering their own supplies. Procurement data for a 7 month period in 2009 showed that 20% of orders placed were for stationery and 13% for Facilities Management & services. 8% of orders were for ICT, 5% were for Human Resources, 5% for transport and 5% for accommodation.

Pathways to Implementation' were discussed and agreed with Bromley Council in January 2009. It was agreed that it would be more appropriate to develop a set of delivery guidelines for use by Bromley Council departments rather than a formal Delivery & Servicing Plan. The guidelines would be developed in line with a Delivery & Servicing Plan concept. Bromley Council indicated that some elements would be given more priority than others in the short term and it was agreed that priority next steps would include; the development of a business case; knowledge sharing and dissemination, integration with existing policies and a meeting of key players. Actions of a lower priority were investigating the possible use of alternative modes of transport for deliveries, identification of a DSP Champion, identification of staff resources and integration with existing networks / wider policies and use of existing resources.

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 at Palestra 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 Bromley 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 on 3<sup>rd</sup> September 2009 at Bromley Civic Centre with:

- |                    |   |
|--------------------|---|
| • Iain Forbes      | Head of Transport Strategy              |
| • Andrew Champion  | Facilities and Support Services Manager |
| • Alastair Baillie | Environmental Development Manager       |
| • Donald Chalker   | Transport & Travel Research Ltd.        |

It was recognised at the meeting that 'efficiency' is the key driver for L.B. Bromley actions.

Further information on the topics covered is included in sections 3.3 – 3.6.

### 2.1 Bromley 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 organisational change, particularly staff reorganisation, as outlined below.

**Staffing changes** – Following the meeting held on 3<sup>rd</sup> September 2009, as a result of the pressures of other work commitments and responsibilities, and with the departure of two senior managers from within Transportation, Iain Forbes had to take on additional work which had to be prioritised. Alan Lucking, Business Manager (Transport) was tasked with progressing the work of the DSP in February 2010.

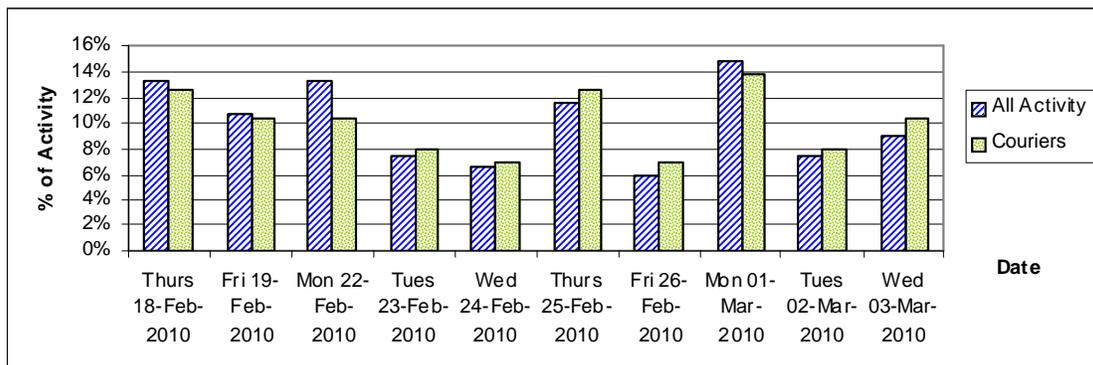
### 3 ACTIONS

#### 3.1 Delivery activity observations

Over the course of a 2 week period from the 18/02/10 to 03/03/10, staff in the lodge at the London Borough of Bromley Council Offices Civic Centre recorded delivery information. The data was then entered into Excel by Bromley staff and provided to TTR. TTR analysed the data.

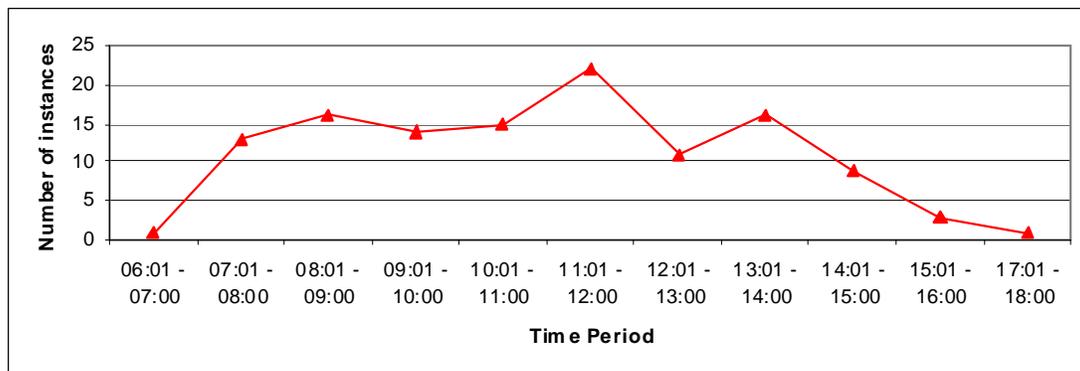
During the course of the period, 121 instances of activity were recorded at the Civic Centre, with the distribution of activity over the period shown in figure 3.1. The days when the largest numbers of activity were observed were Monday 1<sup>st</sup> March (15% of all activity), Monday 22<sup>nd</sup> February and Thursday 18<sup>th</sup> February (13% of all activity respectively), although it is recognized that there was a deadline for a tendering opportunity with the Council on the 22<sup>nd</sup>, with two instances of activity being to deliver tender documents.

**Figure 3.1: Instances of activity over the observation period**



The distribution of the instances of activity over time is shown in figure 3.2. The time period when the most activity was observed was between 11:01 – 12:00 (18% of all activity), with large amounts of activity also occurring between 08:01 – 09:00 and 13:01 – 14:00 (13% of all activity respectively).

**Figure 3.2: Instances of activity by time period**

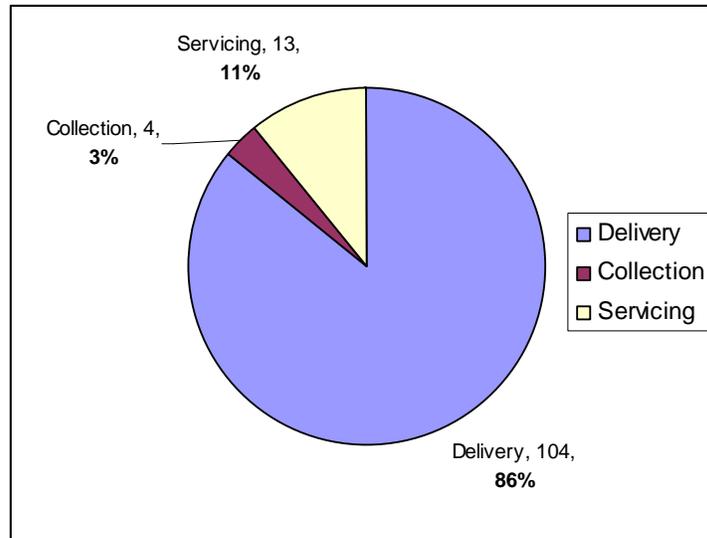


From the information gathering, where possible the nature of the activity has been recorded, with collection and delivery specified in a number of instances. Where the nature of activity

has not been specified, the information provided in the nature of delivery column has been used to identify servicing activity. Where the nature of delivery identifies parcels/couriers/mail/other products, it has been assumed that these are deliveries rather than collections.

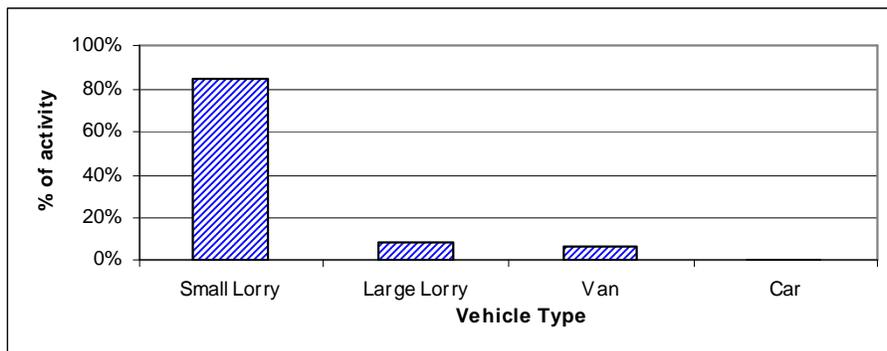
The majority of instances of activity consisted of deliveries to the Civic Centre, accounting for 104 instances of activity (86%), with 4 collections made and 13 instances of servicing (11%). Servicing activity includes bottled water, servicing vending machine, site visits, fitting arms to chairs, window insulation and electric tubes as natures of delivery.

**Figure 3.3: Nature of activity**

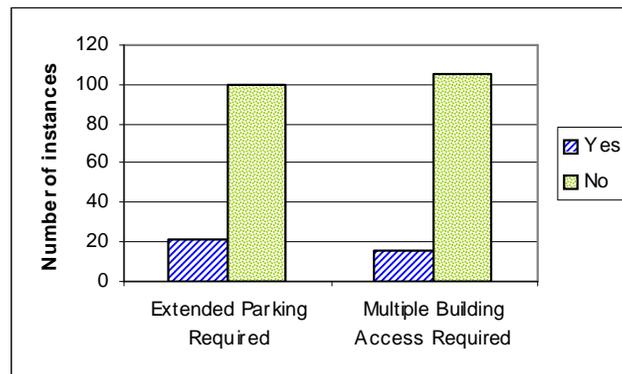


The types of vehicle observed in the activities were recorded with the breakdown shown in figure 3.4. It should be noted that the word SMALL has been interpreted as Small Lorry and the word LARGE as Large Lorry. The most cited vehicle type carrying out activity was Small Lorry, accounting for 85% of all activity.

**Figure 3.4: Vehicle Type**



Of the 121 instances of activity, 21 (17%) required the use of extended parking with 15 (12%) accessing multiple building buildings.

**Figure 3.5: Extended parking and multiple building access requirements**

In 25 instances, parking zones were granted with the most used parking zone being St Blaise, with 5 instances of access to All Zones and 2 to the Courtyard. There were also single instances of the use of Rochester R77 and Stockwell parking zones.

**Table 3.1: Granting of parking zones**

Parking Zone Granted	Number of instances	% of Instances
Yes	8	7%
All zones	4	3%
Courtyard	2	2%
Rochester R77	1	1%
St Blaise	9	7%
St Blaise and Stockwell	1	1%
No	96	79%
<b>Total</b>	<b>121</b>	<b>100%</b>

The approximate times on site are shown in table 3.2. The time on site was not recorded in 5 instances. The most cited amount of time on site was less than 10 minutes accounting for 78% of instances of activity. It is interesting to note that 5% of instances were for more than 60 minutes and the nature of delivery or activity for these instances is shown in table 3.3.

**Table 3.2: Approximate time on site**

Approximate Time On Site	Number of instances	% of instances
0 - 10	94	78%
11 - 20	8	7%
21 - 30	1	1%
31 - 40	2	2%
41 - 50	1	1%
51 - 60	4	3%
61 - 90	5	4%
91 - 120	1	1%
120 +	0	0%
Unknown	5	4%
<b>Total</b>	<b>121</b>	<b>100%</b>

Unsurprisingly, of the vehicles on site for more than 50 minutes, 60% of these were involved in servicing activity, with the other 4 vehicles involved with deliveries of stationery and office furniture.

**Table 3.3: Nature of activity for vehicles**

Time on Site	Nature of Activity			Total
	Delivery	Collection	Servicing	
51 – 60	1	0	3	4
61 - 90	2	0	3	5
91 - 120	1	0	0	1
<b>Total</b>	<b>4</b>	<b>0</b>	<b>6</b>	<b>10</b>

Table 3.4 shows the nature of delivery by suppliers/deliverers names. It should be noted that deliveries of boxes, post/mail, envelopes and packs tended to be made by couriers, and courier usage is covered in table 3.6. It is interesting to note that there are 8 different suppliers/deliverers of stationery supplies, although 5 of these are couriers, and 6 different suppliers of Office Furniture, including tables and chairs.

**Table 3.4: Nature of delivery by supplier/deliverer**

Nature of Delivery	Number of instances	Company Names	Number of Companies
Box/es	53	Other than couriers Dewco, Home Delivery and T&C Printers,	Other than couriers 3
Stationery	13	DPD, Excel, Gramer, Hermes Courier, Lewis Courier, Niceday, TNT and T&C Printers	8
Silver box	8	Couriers	-
Parcel/s	7	Couriers	-
Office furniture (including tables and chairs)	6	Kent County Supplies, Swain, Thames Freight, Sit Smart, Firmin and Unique	6
Pack/s	5	Couriers	-
Books	2	Peverall Bros, DHL	2
Letter/Envelope	2	Couriers	-
Post	2	Couriers	-
Roller towels	2	Initial	1
Tender	2	Couriers	-
Sack/s	1	Couriers	-
Sweets	1	Tuck by Truck	1
Windows	1	Fencon	1
<b>Total</b>	<b>105</b>		

Table 3.5 identifies the nature of servicing activity by company name. It is interesting to note that there are three different suppliers of bottled water observed over the 2 week period.

**Table 3.5: Nature of servicing by supplier/deliverer**

Nature of Servicing	Number of instances	Company Names	Number of Companies
Vending	5	Supercups Vending	1
Bottled water	3	Pow Wow Water, Water Deliver, Water for Work	3
Site visit	2	Amity Blinds, Safeguard Pest Control	2
Electric tubes	1	CEF Electrical	1
Fit arms to chairs	1	Quay Office Furniture	1
Window insulation	1	Orion Trent Ltd	1
<b>Total</b>	<b>13</b>		

### 3.1.1 Couriers

Courier usage accounts for 72% of all activity observed over the observation period (87 out of 121 instances). Courier activity compared to all instances of activity is shown in figure 3.1, with the busiest days for courier usage being Monday 1<sup>st</sup> March, Thursday 18<sup>th</sup> and Thursday 25<sup>th</sup> March which is comparable to all instances of activity, which peaked on the 1<sup>st</sup> and the 18<sup>th</sup>.

Table 3.6 shows the most cited couriers observed over the two week period. 6 courier companies were observed more than 6 times during the period and these were FedEx, DHL, UPS, Excel, Parcel Force and City Link, with Silver Box Couriers observed 5 times.

**Table 3.6: Couriers involved in activity**

Name of Courier	Number of instances	% of instances	Name of Courier	Number of instances	% of instances
Unspecified Courier	10	12%	UK Mail	1	1%
FedEx	9	10%	Tufnells	1	1%
DHL	9	10%	Thames Freight	1	1%
UPS	8	9%	Parcel Express	1	1%
Excel	8	9%	Night freight	1	1%
Parcel Force	7	8%	Melray Courier	1	1%
City Link	6	7%	Interlink	1	1%
Silver Box Courier	5	6%	Hermes Courier	1	1%
DPD	4	5%	DX Courier	1	1%
TNT	3	3%	Business Post	1	1%
Swain	2	2%	APC	1	1%
Royal Mail	2	2%	Angels Courier	1	1%
Lewis Courier	2	2%	<b>Total</b>	<b>86</b>	<b>100%</b>

Over the course of the observations, there were 5 instances of the same courier company carrying out more than one instance of activity over the course of a day. These were:

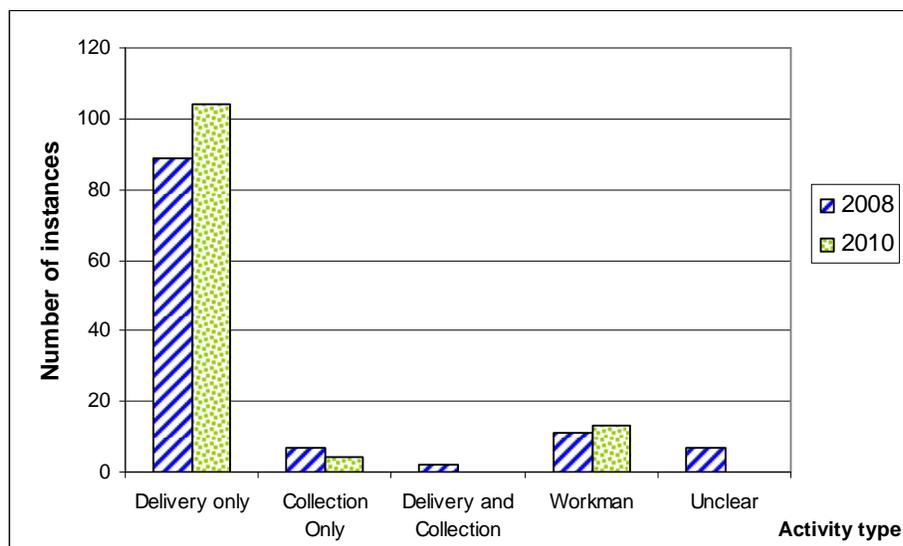
- City Link Twice on 25/02/10
- Excel Twice on 24/02/10
- FedEx Twice on 03/03/10
- Swain Twice on 26/02/10
- UPS Twice on 01/03/10

### 3.2 Comparisons to 2008

A similar exercise was completed in September 2008 by staff at the lodge recording deliveries over a 2 week period from Friday 19<sup>th</sup> September to Friday 3<sup>rd</sup> October. Whilst not being the same time a year, a comparison has been made between the results from 2008 and 2010.

A similar number of instances of activity were observed in both instances – 116 in 2008 and 121 in 2010, with a breakdown shown in figure 3.6. The number of deliveries appears to have increased since 2008, although it should be noted that no instances of activity were classed as unclear in 2010, compared to 7 instances in 2008. The number of servicing activities has stayed relatively constant since 2008.

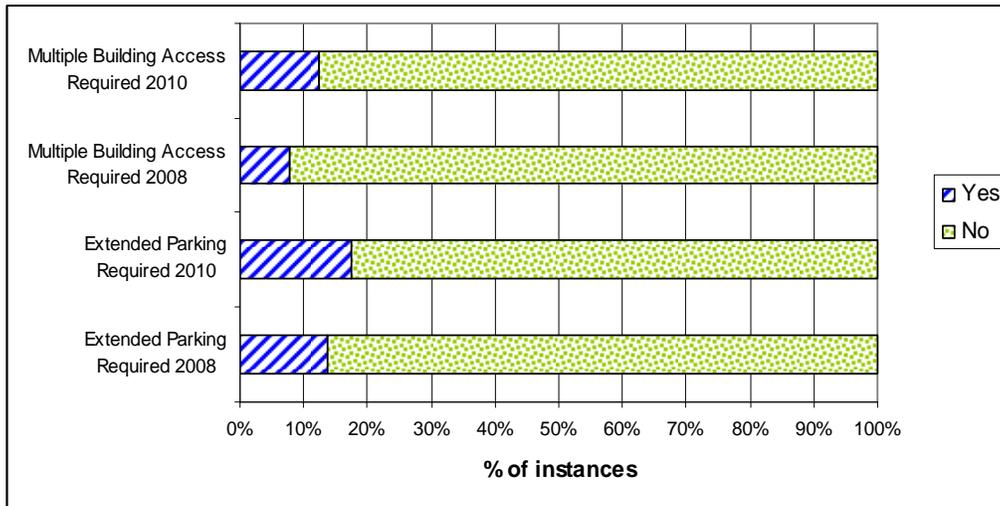
**Figure 3.6: Activity types in 2008 and 2010**



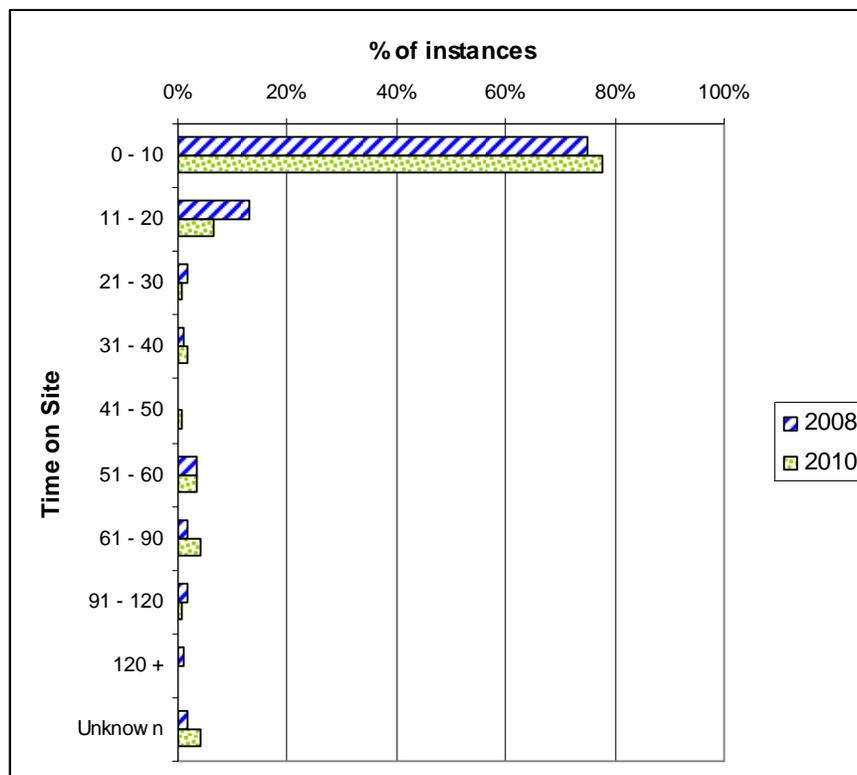
A comparison by day of the week is not applicable in this case as a result of 3 Fridays being included in the 2008 surveying period.

As regards the allocation of extended parking and multiple building access, there has been an increase in the proportion of activities requiring extended parking and accessing multiple buildings compared to in 2008. This is surprising given that the proportion of instances taking over 51 minutes has stayed constant at 5% of instances of activity. There has also been an increase in the proportion of activity taking no more than 10 minutes from 75% of instances in 2008 to 78% in 2010.

**Figure 3.7: Extended parking and multiple building access in 2008 and 2010**



**Figure 3.8: Activity time/Time on site in 2008 and 2010**



Due to apparent inconsistencies in the recording of vehicles classifications an in depth comparison will not be made at this time, other than to indicate in 2008 the most cited vehicle was van in 71% of instances, compared to Small (assumed Lorry) in 2010, accounting for 85% of instances.

As regards nature of delivery, boxes is still the most cited nature of delivery, with Stationery now the second most cited nature, compared to post related activity previously. Furniture is also again highly cited as the nature of delivery, as was the case in 2008.

Comparing the identification of the different suppliers between 2008 and 2010 for some key products reveals:

- In 2008, there were 2 different water suppliers – Waterline and Gilligants - compared to 3 in 2010 – Pow Wow Water, Water Deliver and Water for Work.
- In 2008, there were 2 different companies delivering paper and stationery - Office Depot/Niceday and the Delivery Company. However, in 2010 8 different companies were identified as making stationery deliveries including 5 couriers, and Niceday, Hermes and T&C Printers.
- In 2008, there were 2 different furniture suppliers - Office Furniture and Quay Office – compared to 6 in 2010 including Kent County Supplies, Swain, Sit Smart, Firmin, Unique and a courier, with Quay Office Furniture also carrying servicing activity.
- In 2008, there were 2 different flower/plant suppliers - Interflora and Greenleaf – but no instances of flower/plant supplies being delivered in 2010.
- In 2008, there were 3 different towel suppliers (Albany, Initial and Rentokil) but only 1 in 2010 – Initial.
- In 2010, there was one suppliers associated with replenishing the vending machines requiring 5 visits over the two week period, although there was also a delivery of sweets but it is unknown whether this was for the vending machines or elsewhere.

There is a limit as to how much control the Council has over the use of couriers for deliveries to the site, particularly as regards businesses and organisations sending documents to them e.g. tenders. In 2008 over 50% of instances of activity were associated with couriers and in 2010 this had increased to 71%. In 2008, this was carried out by 19 different courier companies and in 2010 this had increased to 25 different courier companies. A number of these were carrying out more than one instance of activity per day as was also the case in 2008.

### **3.3 DSP Working Group**

Discussions surrounding the proposed DSP Working Group suggested that the group should consist of representatives from Transport, Facilities and Support Services and Environmental Development. Additional suggested representatives include Procurement, Property (suggested named contact Cliff Jones) and Office Services. Ongoing organisational restructuring made it difficult to find a leader and co-ordinator for taking the DSP forward and TTR has been providing impetus of the process until end of March 2010. All parties acknowledge that for real progress to be made ownership needs to be taken in house and a possible solution has recently been identified.

### **3.4 Development of a Business Case**

A business case development exercise has yet to be undertaken by the London Borough of Bromley. This is as a result of the council reviewing and/or changing internal processes in the past year which will have an effect on deliveries and servicing. The processes that have been under review include:

- Stationery – including multi-functional devices
- Print and internal postal services
- Bottled water

- Outward deliveries of internal mail / parcels e.g. meeting minutes
- Waste / recycling

Additionally, it was felt that contractors/workmen/servicing vehicles could also be another potential area that could be reviewed. Once the reviews have been completed, these processes will provide areas upon which DSP business case development could focus.

### **3.5 Integration with Council Policies**

As a result of the decision that the DSP should be a stand alone area and not incorporated into the Travel Plan or Environmental Policy (as covered in the Scoping Report), full formal integration with other Council Policies is not an option. However, a number of council policies have been identified as relevant to DSPs:

- Local Area Agreement – NI 186, Per Capita reduction in CO<sub>2</sub> emissions in the Local Authority area with the target to reduce this by 8.5% over 3 years
- Sustainable Procurement Policy
- Sustainable Development Policy
- Bromley Carbon Management Programme

### **3.6 Knowledge sharing and dissemination**

It was agreed that at the end of the project, Best Practice and key Lessons Learnt would be shared internally with the Council where appropriate. Additionally, if applicable, the findings will be shared with the wider public and private sector in Bromley and on a wider scale.

## 4 RECOMMENDATIONS

In order to further develop the Delivery and Servicing Plan at the London Borough of Bromley, a number of suggested actions are recommended and set out below:

- **DSP Co-ordination** - Agree the format of the DSP Working Group, a timetable for meetings and an agreed internal leader and co-ordinator of the DSP in order to progress the priority actions.
- **Data Collection** - Carry out surveying of deliveries being received at the Civic Centre over a longer time period than 2 weeks carried out in 2008 and 2010. It would be beneficial to standardise the information recording template from the perspective of types of vehicle and nature of activity.
- **Consolidating suppliers** - It is recommended that departments are encouraged to consolidate orders and use one supplier where practical, particularly with reference to products such as Office Furniture, Bottled Water and Stationery.
- **Consolidating deliveries** – Liaison to occur with key suppliers to identify delivery frequencies and investigate whether suppliers that deliver more than once a week could be encouraged (where practical) to consolidate deliveries.
- **Knowledge Dissemination and utilising Best Practice** - Make use of best practice examples, case studies and other dissemination materials relating to Delivery and Servicing plans as available.