

Borough Delivery and Servicing Plan (DSP) Scoping Study - Sutton

Draft Report



Prepared for
**London Borough of Sutton on behalf of
South London
Freight Quality
Partnership (SLFQP)**

by



v. 12/02/09

Contents

Executive Summary

1 Background

2 Methodology

2.1 Approach

3 Overall Strategic Review

3.1 Sutton Council Buildings

3.2 Strategies/Plans - see scoping report

3.3 Organisation factors and integration with other policies

4 Data Collection and Analysis

4.1 Deliveries

4.1.1 Data identification and collection of delivery survey data

4.1.2 Deliveries and Servicing access

4.1.3 Analysis of site delivery surveys

4.1.4 Analysis of team surveys

4.1.5 Summary of site and team survey analyses

4.2 Procurement

4.2.1 Current practice and data

4.2.2 Greening the Supply Chain

5 Recommendations

5.1 Deliveries

5.2 Data Collection

5.3 Procurement

6 Pathway to Implementation

ANNEX 1: MAP OF SUTTON'S OPERATIONAL PREMISES

ANNEX 2: SITE SURVEY RECORDING SHEET

ANNEX 3: VEHICLE CLASSIFICATION SHEET

ANNEX 4: TEAM SURVEY FORM

ANNEX 5: PLAN OF DENMARK ROAD OFFICES

ANNEX 6: PLAN OF CIVIC OFFICES

ANNEX 7: PURCHASING ORDERS OVER £40,000

ANNEX 8: LESSONS LEARNT

Executive Summary

The delivery of goods and servicing of equipment for Sutton Council generates tens of thousands of transport movements within the borough each year. This contributes to air pollution, carbon emissions and traffic congestion.

Sutton Council places a high importance on achieving environmental sustainability and has action plans and systems in place within which Delivery and Servicing Plan (DSP) work can be integrated. The council has committed to become a 'One Planet Living' borough and is currently consulting on a draft Sustainability Action Plan with ambitious targets to achieve this aspiration. The council uses an independently audited environmental management system, EMAS, to ensure delivery of targets in action plans by all council departments. The council has a Workplace Travel Plan and a system to require its suppliers to address their environmental impacts. However the environmental impact of delivery and servicing transport has not so far been a focus for action.

Site surveys were carried out at two of the council's 65 operational premises, the main Civic Offices and the Environment and Leisure department offices at 24 Denmark Road. These surveys recorded a total of 150 deliveries and collections over a two week period, the majority of which were deliveries carried out by transit van. Questionnaires were sent to all council teams and the results illustrated a greater quantity and variety of delivery and servicing activity than that indicated by the office based site surveys. Results from the team surveys showed that staff vehicles and the council's own fleet were the most common means of delivering goods, and indicated the high proportion of deliveries to be made by lorry. The type of items most frequently delivered were food, waste bins and sacks, mail (internal and external), vehicle parts/supplies, IT equipment, letters by hand from residents, stationery, toner and literature. The majority of deliveries at Denmark Road and Civic Offices (30% and 42% respectively) were for just one box or item. The most frequent deliveries recorded at Denmark Road and Civic Offices were carried out by the council's own internal mail service, Royal Mail, residents, Image Retrieval, Office Depot, UPS, DHL and TNT. Although repeat deliveries by the same company on the same day were minimal, there were deliveries of Ricoh toner every day at Civic Offices, and several other companies delivered nearly every day, including Office Depot. Very few (only 6) of the courier visits recorded at the survey sites were for collection of items rather than delivery.

The largest number of servicing visits recorded in this scoping study was through the Ricoh photocopier contract which reports 797 call outs for equipment servicing in the borough in 2007/08. Further research is needed on equipment servicing transport movements.

Good procurement practices can help reduce deliveries and transport. The report recommends the council continue to consolidate suppliers, exert influence and work with their suppliers to reduce the impact of their delivery and transport impacts. The procurement team's efforts to reduce the number of orders should be continued, and investigations made to ensure this translates into consolidation of deliveries, balanced against business needs.

One of the barriers to reducing deliveries is the lack of office storage space. Consideration should be given to this though it is recognised the cost of this needs to be considered.

Further opportunities to use the local zero emission delivery service should be explored, best practice should be disseminated to all departmental teams, and action toward reducing the environmental impact of the council's own fleet should continue.

If funding were made available, the development of a DSP in Sutton is likely to involve the Strategic Planning team, the Environmental Sustainability team and the central Procurement team. The creation of the final Sustainability Action Plan is a good opportunity to recognise delivery and servicing transport impacts. The council's Workplace Travel Plan (WTP) already identifies delivery and servicing transport within its scope. However the WTP action plan would need to be developed to meet the objectives of a DSP. Actions would be progressed and monitored with the help of the council's environmental management system, EMAS.

1 Background

Delivery and Servicing Plans (DSPs) provide the opportunity to manage goods and commercial vehicle activity to and from both proposed developments and currently operating sites. This consists of a range of tools, actions and interventions aimed at reducing and retiming deliveries, redefining building operations and ensuring procurement activities also account for vehicle movement, including emissions. It links to the Travel Plan process and is effectively a Travel Plan for freight.

The adoption of Freight Travel Plans is already allowed for within national policy guidance, for example within 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 implementation of DSPs has yet to widely taken up, however, the London Freight Plan, published by Transport for London (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 main objectives of a DSP are to reduce the number of trips, particularly in the peak period, promote safe and legal loading, to assist in promoting best practice through TfL’s freight operator Recognition Scheme (FORS) and reducing congestion on the road network and reduce the number of PCNs. Benefits of introducing a DSP include: reduced emissions, reduced congestion, improved safety and security, improved business efficiency, potentially reduced costs and demonstration of enhanced Corporate and Social Responsibility.

As part of its work programme for 2008/09, the South London Freight Quality Partnership, managed by TTR, obtained funding to conduct a detailed scoping study in three of its member boroughs – Bromley, Croydon and Sutton, looking at the Councils’ own freight and delivery generation. Transport & Travel Research Ltd (TTR) has been working with Croydon and Bromley Councils since July 2008 to conduct the DSP scoping study. EcoLocal has been working with Sutton as part of the overall programme managed by TTR.

This report presents the findings of the data analysis and recommendations regarding progress towards implementation of DSPs in Sutton.

2 Methodology

2.1 Approach

The main point of contact for the project at Sutton Council is the Senior Transport Planner in the Strategic Planning team.

The work focussed on two of the council’s largest buildings and contact with a wide range of teams across all departments. This was necessary in Sutton, as unlike Bromley and Croydon, Sutton does not have limited loading bay access to a multiple-building campus or Civic complex. Sutton also sought to make use of its ‘EMAS representatives’ in each service team as a useful means of gathering cross-departmental information on the issues.

The approach to the work was discussed and agreed with Sutton’s Senior Transport Planner and TTR. Waste collections/transfers were not included. It was agreed that data would be collected in the following ways:

- **Building information:** There was no comprehensive list of operational premises available. EcoLocal worked with the EMAS officer to create a list using information from Property Services, Human Resources and the GIS team.
- **Relevant Council strategies, policies and systems:** The following were provided by Sutton Council’s Environmental Sustainability team or obtained from the internet:
 - Environmental Policy,
 - Sustainability Action Plan,
 - EMAS system
 - Workplace Travel Plan
- **Site delivery surveys:** Sutton Council reception, security and post room staff collected data over a period of two weeks at two of the council’s largest buildings.
- **Team surveys:** Sutton Council’s Environmental Sustainability team provided the contact details for each team’s EMAS staff reps., to whom deliveries and servicing surveys were sent. Staff in the following teams were interviewed or contacted by EcoLocal; Parks, Meals on Wheels, Facilities Management, Transport Planning and Network Development, Street Scene/Fleet Services and Property Care.
- **Procurement data:** EcoLocal met with the head of Sutton Council’s Procurement and Transformation team who also provided data on orders over £40,000.

3 Overall Strategic Review

3.1 Sutton Council Buildings

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 schools staff). The council is a unitary authority providing environmental, social, housing, education, economic and leisure services.

Council staff, excluding school staff, currently operate from 65 premises. Of these premises, 6 have over 100 staff, and 15 have over 15 staff. Parks, opens 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.

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, 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, Traffic and Road Safety, Leisure, Libraries, Heritage, Registrar	21
Children Young People and Learning Services	Parent, Pupil and Student Support, Youth, Children’s Social Services, Schools Services, Learning support	20
Sutton and Merton PCT Partnership	Extended Schools, Play, Children’s Centres, Child Care	3 (not including Children’s Centres)
Adults Social Services and Housing	Community Living, Meals on Wheels, Learning Disabilities, Care Centres, Residential Homes, Social Services, Housing (ALMO)	19

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

3.1 Environmental Policy

Sutton has an Environmental Policy which 'reflects its concern for the quality of the local environmental and the need to conserve the finite resources of our planet'. The Policy was established in the 1980s. The policy presents 19 points of environmental responsibility for the Council. The only point relating to transport impacts of the council is point c) 'act and campaign against pollution, eg. air, water and land'. The policy is currently due to be reviewed. This will be an opportunity to make more overt reference to the impact of all Council generated travel.

3.2 Local Area Agreements

Sutton Council recently updated its corporate plan '**The Sutton Plan 2008/09 – 2010/11**' and the community strategy '**Sutton Strategy 2008-20**'. These 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 CO₂ 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.

3.3 Sustainability Action Plan

Sutton has committed to being a 'One Planet Living' (OPL) borough. In November 2007 Sutton published a draft Sustainability Action Plan to set targets for achieving One Planet Living. The Action Plan is being consulted on with council staff, members and partners. The second draft will be presented to council members in May 2009.

The ultimate aim of One Planet Living in Sutton is to reduce the Ecological Footprint of residents to a sustainable One Planet level of 1.5 global hectares per person from a 3-planet baseline of 5.3 global hectares. OPL presents 10 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

The draft Sustainability Action Plan presents a chapter for each of the 10 OPL 10 principles. The chapter on Sustainable Transport sets out two targets in relation to Sutton Council staff travel and fleet;

- CO₂ emissions from Sutton Council fleet and travel for work to reduce by 50% by 2017
- Less than 10% of Council staff to travel to and from work as single occupants of cars by 2017

and the following two targets for Business travel;

- 100% of businesses with 20+ employees to have travel plans by 2020
- Alternative fuels including waste cooking oil and renewable electricity charging points available in at least 1 filling station per district centre by 2015

There is no specific reference to the council's influence over transport impacts generated by businesses providing goods and services to the council. The chapter on 'Local and Sustainable Materials' refers to one aspect of the council's Greening Supply Chain procedure as regards the requirement for larger contractors to have an environmental management system, but does not refer to the procedure for requiring suppliers to provide environmental method statements for the

significant environmental impacts (such as transport) of their service. There is an opportunity in the second draft of the Sustainability Action Plan for these points to be included.

3.4 EMAS (Eco Management and Audit Scheme)

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.

Sutton 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 travel 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 the 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.

3.6 Workplace Travel Plan

'Sutton Council's Workplace Travel Plan – a Corporate Travel Strategy for 2007-2012' was approved by committee in May 2008. The scope of the Travel Plan includes deliveries as shown in the Plan extract in figure 3.1.

Figure 3.1 Workplace Travel Plan scope

Travel Plan Scope	
1.8	<p>This plan applies to all aspects of travel behaviour associated with the council's operations including:</p> <ul style="list-style-type: none">• staff travel to and from work (excluding school staff who are covered by school travel plans);• business travel;• visitor travel;• fleet vehicles; and• deliveries.

The Travel Plan details 9 sub-objectives within which delivery and servicing transport is clearly included, as shown in the Plan extract in figure 3.2

Figure 3.2 Workplace Travel Plan sub-objectives

1.10	<p>To support the attainment of this principal objective, the following sub-objectives have been identified:</p> <ul style="list-style-type: none"> • to reduce unnecessary car use; • to raise awareness, among staff and visitors in particular, of the negative impacts of travel associated with council activity; • to widen travel choice for those travelling to and from the main council sites; • to enable and encourage greater use of alternatives to the single occupancy private car for journeys to, from and during work and to and from the council’s main sites by visitors; • to minimise the negative impacts of the council’s fleet vehicles; <li style="border: 1px solid red;">• to minimise the negative impacts of servicing and deliveries associated with the council’s main sites; • to improve the health and wellbeing of the council’s staff; • to reduce the need to travel on council business; and • to set an example, and promote good practice to other local employers and the community.
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The Travel Plan defines which council locations it covers (figure 3.3). This would appear to be based mainly on sites where over 100 staff work. Locations such as Therapia Lane or care homes, which have few staff but large delivery vehicle movements, are not included.

Figure 3.3 Workplace Travel Plan sites

3.4	<p>Table 3.1 presents a summary of existing staff employed, and the operational hours of each site covered in this plan:</p> <p>TABLE 3.1 STAFF NUMBERS AND OPERATIONAL HOURS</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Office</th> <th style="text-align: center;">Staff</th> <th style="text-align: left;">Operational hours</th> </tr> </thead> <tbody> <tr> <td>Civic Offices</td> <td style="text-align: center;">712</td> <td>Staff: 07:30 – 18:30 Public: 08:30 – 18:00 + evening meetings</td> </tr> <tr> <td>Denmark Road Offices</td> <td style="text-align: center;">376</td> <td>Staff: 07:15 – 19:00 Public: 09:00 – 17:00</td> </tr> <tr> <td>The Lodge & Ecology Centre</td> <td style="text-align: center;">118</td> <td>Staff: 07:00 – 19:30 Public: 09:00 – 17:00</td> </tr> <tr> <td>Ecology Centre</td> <td style="text-align: center;">6 (+7 casual weekend staff)</td> <td>Staff: 08:00 - 18:30. Public: 09:30 -17:00</td> </tr> <tr> <td>The Grove & Stone Court</td> <td style="text-align: center;">192</td> <td>Staff 07:30 – 19:30 Public: 09:00 – 17:00</td> </tr> </tbody> </table>	Office	Staff	Operational hours	Civic Offices	712	Staff: 07:30 – 18:30 Public: 08:30 – 18:00 + evening meetings	Denmark Road Offices	376	Staff: 07:15 – 19:00 Public: 09:00 – 17:00	The Lodge & Ecology Centre	118	Staff: 07:00 – 19:30 Public: 09:00 – 17:00	Ecology Centre	6 (+7 casual weekend staff)	Staff: 08:00 - 18:30. Public: 09:30 -17:00	The Grove & Stone Court	192	Staff 07:30 – 19:30 Public: 09:00 – 17:00
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Of the 11 headline targets within the Travel Plan, target 9 and target 11 could relate to delivery and servicing transport. Target 11 presumably only relates to the sites covered in the plan, as defined above.

1. Reduce single occupancy car trips for journeys to and from work
2. Increase the percentage of staff using public transport to and from work
3. Increase the percentage of staff walking to and from work
4. Increase the percentage of staff cycling to and from work
5. Increase the percentage of staff car sharing to and from work
6. Increase the percentage of staff cycling during work
7. Increase the percentage of staff walking during work
8. Increase the percentage of staff using public transport during work
9. Set CO₂ reduction targets for the council fleet by April 2008
10. Ensure that staff are aware of the WTP
11. To achieve a year on year reduction in the proportion of visitors travelling to the council offices by single occupancy car

Section 6 of the Travel Plan, 'Delivering the Strategy', goes on to list a programme of detailed actions. Many of those actions which are designed to encourage and enable staff to travel more sustainably could be of relevance where 'servicing' related transport is carried out by internal staff.

There is one action which covers deliveries and servicing transport carried out by external companies.:-

'Action 7.11: Ensure the Environmental impact of vehicles is a consideration in any relevant contracts let by the council.'

The responsibility for this action is attributed to the Fleet Manager and Procurement team. In practise, officers within any service unit letting a contract which has servicing or delivery transport impacts would need to consider these impacts during the contracting process, using the council's Greening the Supply Chain procedure.

3.7 Organisational Factors and Integration with other policies

Due to the different organisational structures at the participating Boroughs, there are differing views as to where responsibility for a DSP should rest within each organisation.

In Sutton, responsibility for the DSP Scoping Study project was within the Strategic Planning team, as they are the lead section for the South London Freight Quality Partnership. The scope of Sutton's Workplace Travel Plan (WTP) already includes deliveries and servicing transport, and it is the view of the Head of the Environmental Sustainability team that a DSP should be integral to this Plan. The WTP action plan would need development to meet the objectives of a DSP. The WTP was produced by consultants, managed by the Environmental Sustainability team's Smarter Travel Sutton programme. It is expected that the EMAS system, managed by the Environmental Sustainability Team, will ensure that the teams across all departments will take the responsibility for implementation of the actions in the WTP appropriate to their services.

Sutton Council is planning to form a new Sustainable Transport action group to take forward the targets within its new draft Sustainability Action Plan. This group will be cross-departmental and will include external partners as appropriate. If the final version of the Sustainability Action Plan addresses delivery and servicing transport, the Sustainable Transport group could become a forum for progressing action in this area.

4 Data Collection and Analysis

4.1 Deliveries

4.1.1 Data identification and collection of delivery survey data

For the purposes of this study surveys were carried out at two of the largest council offices; Civic Offices in Sutton town centre and 24 Denmark Road in Carshalton. A different survey was sent to the EMAS staff reps. in each council team.

i) Site Surveys

Reception, post room and security desk staff at Denmark Road and Civic Offices conducted surveys between 12th and 23rd January 2009 using a recording sheet adapted from recommendations arising from the work in Bromley and Croydon.

Denmark Road Offices house office based staff from within the Environment and Leisure Group. Civic Offices house the Chief Executive's and Resources Groups, a significant proportion of the Adult Social Services staff and some Environment and Leisure staff.

The following information was collected;

1. Date
2. Time
3. Name of the deliverer
4. Name of the supplier
5. Vehicle type (as identified by the classification sheet in Annex X)
6. Contents of the items delivered/collected
7. The department which the delivery/collection is for
8. The number/quantity of items delivered/collected
9. The purpose of the visit

A copy of the recording sheet is shown in Annex 2. Teams were asked to use the sheet shown in Appendix 3 to classify vehicles.

ii) Team Surveys

Surveys were sent to 113 team EMAS reps. on 1st December 2008. Due to a poor response before Christmas the deadline was extended to 14th January by which time 45 replies were received. Other key teams were interviewed.

The following information was collected;

Re: items which come to the teams' premises, and items which the teams are responsible for the delivery of.

1. Type of item
2. Quantity
3. Supplier
4. How the items are delivered
5. Premises delivered to
6. Frequency of delivery

Re: Servicing of equipment

1. Type of equipment
2. Location of the equipment
3. Servicing company
4. Who books the servicing
5. Frequency of servicing

Teams were asked not to provide information about photocopiers, IT equipment (unless not serviced by Telecom or the council's internal IT service) or building services, as information would be obtained from the teams responsible for this servicing.

Finally, teams were asked for their ideas on the opportunities and barriers to reduce the impact of the transport for deliveries to or from their premises and visits for maintenance/repair of equipment.

Since staff were unlikely to know the precise kind of vehicles used, the survey asked for a simplified vehicle classification:

- Walking, cycling or public transport
- Car or Van
- Lorry

A copy of the team survey form is shown in Annex 3.

4.1.2 Deliveries and servicing access

The offices at 24 Denmark Road are on a residential street near to Carshalton district centre. There are two points of access to the offices. Access at the front of the building provides an off road parking space for goods deliveries. Arrivals at the front of the building report to the reception in person. There is vehicle access to a car park at the back of the building where there is a card entry controlled door. The only deliveries arriving here are those brought by staff with authorised entry or potentially some companies who phone the receiving officer directly to obtain access. The office manager reports that 99% of deliveries arrive through reception. A site map is provided in Annex 4

Civic Offices is located on St Nicholas Way in the heart of Sutton Town Centre. At Civic Offices there are two points of access for motor powered vehicles; the loading bay and the staff car park, both off Gibson Road - see map in Annex 5. There are several ways in which delivery staff make deliveries.

- a) At the loading bay there is an intercom which delivery drivers use to contact the security office. The security office then contacts a porter to receive the delivery and take it to the relevant department.
- b) There is also a telephone on the wall at the loading bay with the number for CDS, the contracted printing company who are based within the building, so deliveries to CDS usually bypass the security office unless CDS do not answer their phone.
- c) It is possible, if delivery drivers know the direct line number of the officer whom the delivery is for, that they can contact them directly using the phone.
- d) Delivery drivers with smaller packages can access the staff car park, via an intercom controlled by the security office, and walk into the reception. Small packages arriving in reception would normally be presented to the post room.
- e) People delivering envelopes, including tenders, are received and receipted at the reception desk

The reception, post room, security and porters service are run by different managers at civic offices. It was agreed that surveying was only feasible in the post room and via the security office.

Figure 4.1 Civic Offices Loading Bay



Figure 4.2 Civic Offices car park entry



Figure 4.3 Denmark Rd entrance



4.1.3 Analysis of site delivery surveys

During the two week survey period 150 deliveries or collections were recorded, 96 at Denmark Road and 54 at Civic Offices. Table 4.1 show the frequency of reported activity at each building. Frequency of activity recorded was much lower at Civic Offices even though this is a larger building with more staff and departments. Since data was not collected by reception staff or where porters may have been called by staff other than the security office, the reported activity at Civic Offices is an under representation of the full activity.

Table 4.1 Activity at each building

Date	Frequency at Denmark Road	Frequency at Civic Offices
09/01/2009	-	2
12/01/2009	11	4
13/01/2009	10	5
14/01/2009	9	7
15/01/2009	13	6
16/01/2009	13	2
19/01/2009	9	2
20/01/2009	12	6
21/01/2009	5	6
22/01/2009	14	9
23/01/2009	-	5
Total	96	54

The majority of the activity was associated with deliveries only, accounting for 86% of the activity at Denmark Road and 91% of the recorded activity at Civic Offices. There were no records made in relation to servicing.

Table 4.2: Purpose of activity

Purpose of activity	Denmark Road	Civic Offices
deliveries	86%	91%
collections	11%	6%
delivery & collection	2%	4%

As shown in figures 4.4 and 4.5, the majority of activity at both sites was carried out by transit vans, accounting for 55% of the activity at Denmark Road and 77% of that recorded at Civic Offices. Staff were not always able to make the distinction between the vehicle classifications for transit vans B and transit vans C. The only other type of vehicles recorded at Civic Offices were lorries. At Denmark Road, small vans (A2) and cars (A1) accounted for a combined 34% of activity, with the remaining 10% accounted for by lorry (D), motor bike, pedestrian or cycle powered trike.

Figure 4.4: Vehicle type at Denmark Rd

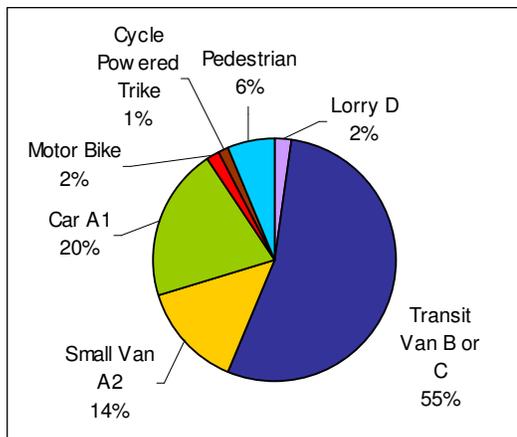
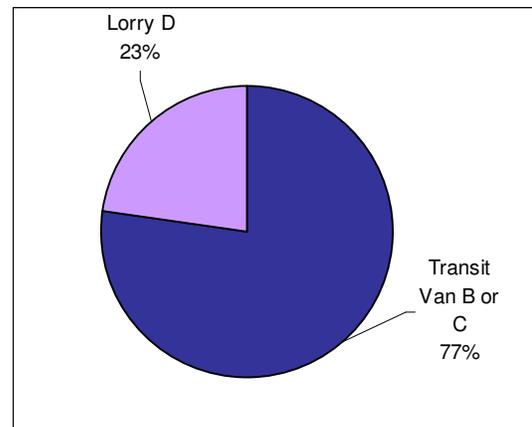


Figure 4.5: Vehicle type at Civic Offices



Where possible the surveyors ascertained the contents of the items delivered/collected. The information recorded in the two week survey is shown in table 4.3. At Denmark road the majority of activity related to internal mail (19%), letters (16%) and external mail (15%). In 44% of the activity recorded at Civic Offices the contents of the item was not recorded. The majority of that recorded was for toner (17%) and packages (13%).

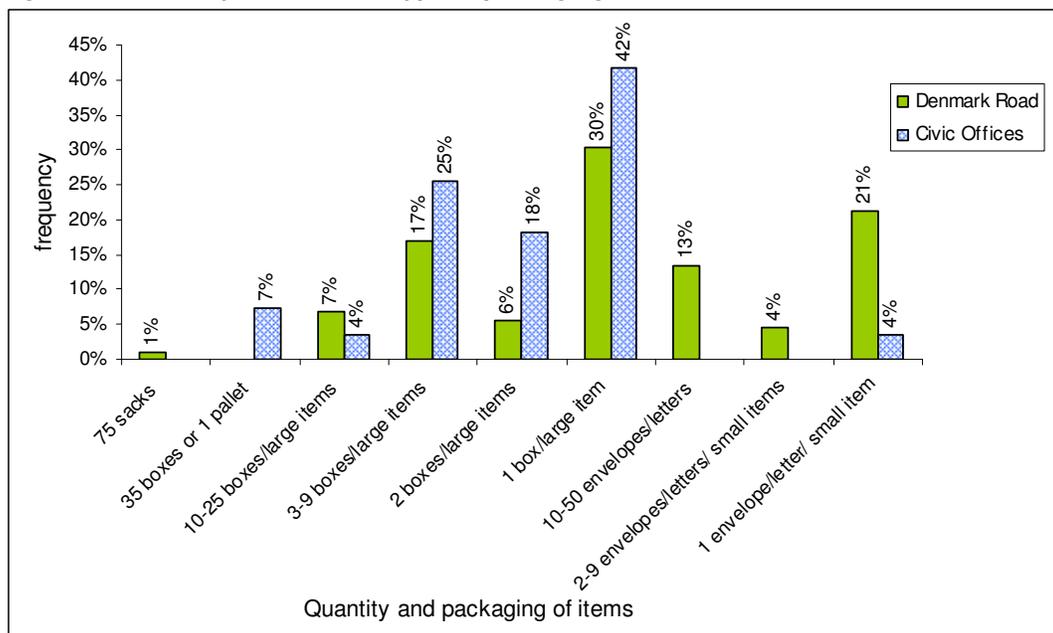
Table 4.3: Contents of Deliveries/Collections

Denmark Road			Civic Offices		
Item	Frequency	Percent	Item	Frequency	Percent
Internal mail	18	18.8%	Not recorded	24	44.4%
Individual Letters	15	15.6%	Toner	9	16.7%
External mail	14	14.6%	Package	7	13.0%
Packages or boxes	6	6.3%	Stationery	4	7.4%
Scanning	6	6.3%	Boxes	3	5.6%
Stationery	6	6.3%	Computers/parts	2	3.7%
Files	3	3.1%	Packet	2	3.7%
Signs	3	3.1%	Mobile phone	1	1.9%
Not recorded	3	3.1%	Hand towels	1	1.9%
Books	2	2.1%	Long tube	1	1.9%
Documents	2	2.1%	Total	54	
Drinks	2	2.1%			
Leaflets	2	2.1%			
Charity clothes	1	1.0%			
Cleaners goods	1	1.0%			
Work clothing	1	1.0%			
Heating ex	1	1.0%			
Keys	1	1.0%			
Newspapers	1	1.0%			
Padlock	1	1.0%			
Phone	1	1.0%			
Plans	1	1.0%			
Shower	1	1.0%			
Spare parts	1	1.0%			
Tenders	1	1.0%			
Towels	1	1.0%			
Water heater	1	1.0%			
Total	96				

Figure 4.6 shows the quantity of items delivered/collected and the type of packaging. The majority of deliveries/collections (30% at Denmark Road and 42% at Civic Offices) were for one box or large item. The largest quantity of items recorded at Denmark Road was for a one off collection of 75 sacks of clothing brought in by staff to raise money for charity. The next largest quantities at Denmark Road were associated with stationery (upto 24 boxes), road signs (17 boxes), janitorial/cleaning materials (12-20 boxes). The largest quantities recorded at Civic Offices were for deliveries of one pallet to the printing contractor based in the building and for 50 boxes of stationery.

Due to the nature of recording at Civic Offices it is likely that smaller items, especially envelopes are significantly underrepresented. For example, tenders and other documents are delivered to the reception desk staff, who were not carrying out the survey. Also, twice per week EcoLocal Deliveries arrive at Civic Offices reception by cycle powered vehicles to collect mail for delivery to members home addresses. These collections were not recorded.

Figure 4.6: Quantity of items and type of packaging



Where possible surveyors identified the supplier of the items delivered/collected. This was easier at Denmark Road where the reception staff carrying out the survey also receive the items. At Civic Offices the security staff only have contact with the delivery staff via an intercom so were often unable to find out what the supplier or contents were. At Denmark Road the 96 deliveries and collections were carried out by 28 different companies (including residents and LBS). Of the 54 deliveries and collections recorded at Civic Offices 12 delivery companies were identified.

At Denmark Road the most frequent deliveries and collections were carried out by the council's own internal mail service, Royal Mail and residents, followed by Image Retrieval providing a document scanning service and Office Depot delivering stationary. Image Retrieval visited on 7 of the 9 days of surveying and Office Depot on 6 days.

At Civic Offices the most frequently recorded delivery company was UPS who delivered toner for Ricoh every day and visited for other unknown suppliers on three other occasions. Office Depot, DHL and TNT all visited on 6 occasions.

Table 4.4: Name of delivery company, supplier and nature of items – Denmark Road

Denmark Road				
Delivery Company	Supplier	Item	Frequency	Percent
Country waste recycling	Country waste recycling	boxes	1	1.0%
EcoLocal	LBS	boxes	1	1.0%
Night freight	heating co., blue diamond	central heating spares	2	2.1%
LBS	-	charity clothes	1	1.0%
Enviro	Enviro	cleaners goods	1	1.0%
Fedex	safety management, Laithwaites, mail order company	clothing, wine, box	3	3.1%
Dale express	cirrus	documents	1	1.0%
Coca Cola	Coca Cola	drinks	1	1.0%
Parcel force	Neopost, unknown	files and envelopes	2	2.1%

Streetwise couriers	WGI	heating equip, heating spares	2	2.1%
BTU	BTU	keys	1	1.0%
Cameo	Printers	leaflets	1	1.0%
City link	Burlington press	leaflets	1	1.0%
Residents		letters	14	14.6%
LBS internal post	LBS	mail	18	18.8%
Royal Mail		mail	14	14.6%
Newsquest	Newsquest	newspapers	1	1.0%
Unknown	unknown	planning files/boxes	1	1.0%
KS&S	Surveyors	plans	1	1.0%
Image retrieval	Image retrieval	scanning	7	7.3%
DHL	Safety shop	shower	1	1.0%
Tufnells	Simmons signs	signs	1	1.0%
Unipar services	Unipar services	signs	1	1.0%
Office Depot	Office Depot	stationery	6	6.3%
LBS staff	LBS	tiles	3	3.1%
PHS	PHS	towels	1	1.0%
Business Post	Passion Automotive	unknown	1	1.0%
Unknown	unknown	unknown	4	4.2%
DPD	Software, Express Path	unknown, phone	3	3.1%
Wolseley	Wolseley	water heater	1	1.0%
Total			96	

Table 4.5: Name of delivery company, supplier and nature of items – Civic Offices

Civic Offices				
Delivery Co.	Supplier	Item	Frequency	Percent
unknown	Katrin	hand towels	1	1.9%
DPD	unknown	mobile phone, package	2	3.7%
APC	unknown, home care ltd	package	4	7.4%
DSI	unknown	package	1	1.9%
USP for other	unknown, compact computers	package	3	5.6%
Parcel Force	unknown, CDL, Ripfa sypas, Swimmer textiles ltd	packet, boxes, long tube	4	7.4%
unknown	Thanet Press	pallet	1	1.9%
Office Depot	Office Depot	stationery	6	11.1%
UPS for Ricoh	Ricoh	toner	10	18.5%
TNT	unknown, villon	unknown, box, computer parts	6	11.1%
City Link	unknown	unknown	2	3.7%
DHL	unknown	unknown	6	11.1%
LTS	unknown	unknown	1	1.9%
Nicedays	unknown	unknown	2	3.7%
Business post	unknown & kensatt	unknown, computers, package	5	9.3%
Total			54	

At Denmark Road the only duplicate visits on the same day were by LBS's own internal mail service and the Royal Mail, for the purposes of delivering post in the morning and collecting in the afternoon. Although not recorded at Civic Offices, this same common mail practice does occur. At Civic Offices the only other duplicate visits recorded on the same day were for TNT, who visited once to deliver and then again to collect on the 21/01/09 for unknown suppliers, and UPS who delivered twice on the 22/01/09 once with Ricoh toner and once for an unknown supplier.

At Denmark Road only 17% of the deliveries and collections were carried out by couriers. At Civic Offices 82% of the deliveries and collections recorded were identified as carried out by couriers. However for reasons explained previously the Civic Offices data does not give the full picture of deliveries and collections to this building.

Apart from the Royal Mail the only couriers or companies collecting items were Dale Express, EcoLocal and Image Retrieval at Denmark Road, and Parcel Force and TNT at Civic Offices. It would seem likely that the delivery of items by council departments is the one area of deliveries and servicing, where the local authority has most control. However as shown in Table 4.6 only minimal activity was recorded for couriers collecting from either Denmark Road or Civic Offices. However it is worth noting the results of the team survey as regards deliveries of items by council staff and suppliers (see figure 4.10)

Table 4.6: Courier collection activity

Collected from	Courier company	Supplier	Item	Department	Frequency
Denmark Road	EcoLocal	LBS	boxes	unknown	1
Denmark Road	Dale Express	cirrus	documents	Environmental Sustainability	1
Denmark Road	Image Retrieval	image retrieval	scanning/ documents	planning	2
Civic Offices	Parcel Force	Ripfa sypas	boxes	research community living	1
Civic Offices	TNT	unknown	box	Desktop Support	1

4.1.4 Analysis of team surveys

48 teams provided information regarding receiving delivery of items to their premises. Table 4.7 lists the teams providing information about receiving deliveries and which premises they are located in. Several teams are based in the same premises

Table 4.7: Teams reporting to receive items

Service Team	Premises
Hillcroome – supported living	12 Hillcroome Road
Registration Service	25 Worcester Road
Extended Services and Early Years	25A Worcester Road
Joint Adolescent Services	717 London Road
Inclusion Support Service	c/o Abbey Primary
Youth Service	Carshalton Library 1 st Floor
Parks	Cheam Depot/Denmark Rd
Parking Services	Civic Offices
Economic Renewal & Regeneration	Civic Offices
Housing Centre	Civic Offices
Legal Services	Civic Offices
IT Operations (Client)	Civic Offices
IT Operations (Networks)	Civic Offices
Democratic Services	Civic Offices
Renewal and Commissioning	Civic Offices
Human Resources	Civic Offices
Leadership Office, etc	Civic Offices
Internal Audit/Governance	Civic Offices
Housing Partnerships	Civic Offices
Financial Strategy	Civic Offices
Health and Safety	Denmark Road
Sutton Staying Put	Denmark Road
C&P Business Services	Denmark Road
School Catering (client)	Denmark Road
Smarter Travel Sutton	Denmark Road
Sports Development	Denmark Road
Sutton Catering	Denmark Road
Street Scene Services	Denmark Road
Biodiversity	Denmark Road
Advice and Inspection for schools	Glastonbury Training Centre
Hallmead Day Centre for learning disabilities	Hallmead
Museums and Heritage	Honeywood Museum
Oakleigh, Older People's care	Oakleigh Care Centre
HR Team supporting schools	Stonecourt
Capital and Planning	Stonecourt
Libraries	Sutton Library
Safer Sutton Partnership	Sutton Old Police Station
Sutton Family Centre	Sutton West Centre
Borough School Attendance Service	The Grove
Special Educational Needs	The Grove
Policy and Research	The Grove
Management Information Services	The Grove Annex
Fostering	The Lodge
Children and Families	The Lodge
Ecology Centre	The Old Rectory
Street Scene Services	Therapia Lane/Denmark Rd
Sutton Parent Partnership	Wandle Valley School
Museums and Heritage	Whitehall Museum

Table 4.8 shows the annual frequency of deliveries received at each premises based on the data provided from team surveys. Where there were reports from multiple teams in the same building, duplicate reports on items such as mail have been removed. The premises reporting the largest numbers items received are the large offices; Civic Offices, Denmark Road offices and The Grove, the Therapia Lane depot and vehicle workshop, and care centres such as Hallmead Day Centre and Oakleigh care home.

Table 4.8 also shows an extrapolated total annual number deliveries received for all 65 premises. These figures are estimated by using the data provided by teams who returned surveys and assuming similar data for comparable size and type of teams who did not respond to the survey. It should be understood that these extrapolated figures are very much an estimate. It does, however, give an indication of the likely scale of magnitude.

Table 4.8: Approximate annual frequency of deliveries received at premises, and extrapolated estimates

Premises	Annual Frequency of deliveries received at council operational premises	
	Approx. figures reported by teams	Estimated totals – extrapolated from reports
Civic Offices	1504	1964
Denmark Road	633	1300
Therapia Lane Depot & vehicle workshop	1250	1250
Hallmead Day Centre	906	906
Sutton West Centre (incl. The Limes and Sutton Family Centre)	641	718
Bawtree House care home		679
Gaynesford Lodge		679
Ludlow Lodge care home		679
Oakleigh Care Centre	679	679
The Grove	570	669
The Grove Annex	637	637
Camperdown Resource Base		631
Cheam Resource Centre		631
Harrow Road		631
Hillcroome	631	631
Montague Gardens		631
Wallington Resource Centre		631
Secombe and Charles Cryer theatres		600
The Lodge	408	588
Stonecourt	457	553.5
Abbey Primary	230	530
717 London Road	390	428
25A Worcester Road	382	382
Cheam District Office		382
Branch libraries (8)		350 at each (2800)
Sutton Library	319	319
Wandle Valley School	313	313
Old Police Station	287	287
25 Worcester Road	265	265
Drapers (Hospital & Individual Tuition)		230
Whitehall	210	210
Youth & Play Centres (8)		200 at each (1600)
Honeywood Museum	159	159
Early Years Resource Centre		100
Glastonbury Centre	50	100
Wallington Public Hall		100
Children's Information Centre		96
The Old Rectory	96	96
Thornton Road		96
St Helier Hospital (social services team)		50
Sutton Hospital (social services team)		50
Royal Marsden Hospital (social services team)		50
Cheam Depot	43	43
Carshalton Library 1 st Floor	31	31
Chaucer Professional Dev. Centre		31
Car Parks (3)	12	12
Total	11,103	24,447

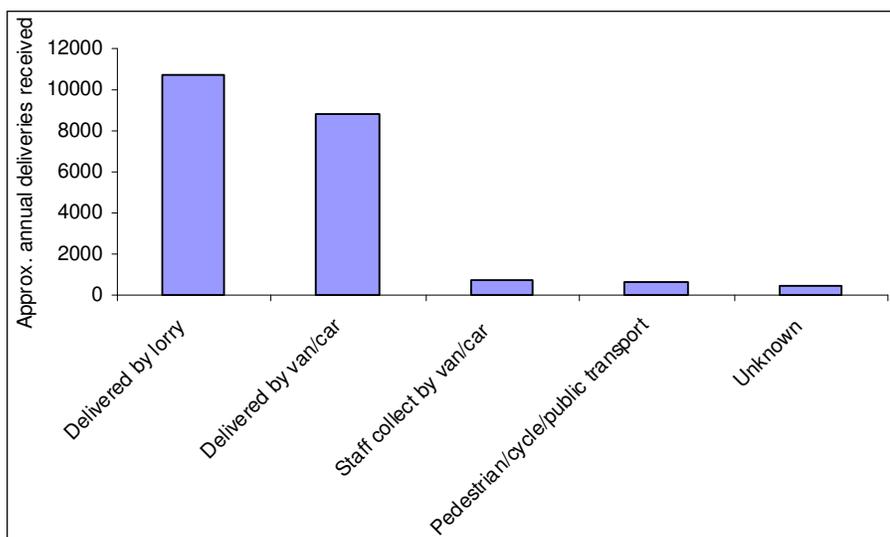
Table 4.9 shows the annual frequency by type of item, reported to be delivered to teams' premises. As above, duplicate reports have been removed. The items with the highest reported frequencies are mail, food and drink, stationery, vehicle parts and supplies, IT equipment and supplies, literature, and sanitary disposal.

Table 4.9: Frequency of deliveries received, by type of item

Type of Item	Approximate annual frequency
Mail – external	3852
Food and drink	1429
Vehicle Parts and supplies	1000
IT Equipment and supplies	779
Stationery	608
Mail – internal	752
Literature (books, leaflets etc)	582
Equipment – various	442
Sanitary Disposal	340
Mail DX	252
Cleaning /janitorial supplies	189
Print jobs	137
Update on brochures and Acknowledgements of orders.	100
Cash (bullion)	80
Merchandise	66
Educational Items (incl Heritage)	55
Citizenship Certificates	50
Flowers	50
HR letters / contracts	50
Repairs and maintenance sheets sent in by caterers with their weekly figure work to Sutton Catering.	50
TES	50
Toner-Ink	50
Building Materials	43
Horticultural – various	36
Furniture	13
Diesel Fuel	12
road signs	12
Blue Badges	5
Car Park Tickets	5
disposables	5
Various Parking Permits	5
Plastic drinking cups	1
Rock salt	1
Temporary Exhibitions	1
Union Jack Flags	1
CRB checks	Not given
Total	11,103

Teams were asked to say by what means the deliveries arrived at their premises. Figure 4.7 shows the breakdown of deliveries received by mode of vehicle. Lorry is the most common means of delivery, followed by van or car. Lorries are used for frequent deliveries of food and IT equipment. This analysis does not include the deliveries received at Therapia Lane, as data on transport mode was not available from this team. It is likely that most deliveries to Therapia Lane are by lorry or van.

Figure 4.7: Mode of vehicle used for deliveries received



Teams were asked whether they were responsible for the delivery of goods to other premises. 23 teams reported being responsible for making deliveries. Table 4.10 lists these teams.

Table 4.10: Teams reporting responsibility for deliveries

Team
Housing Centre
Construction and Property Business Services
Legal Services
Special Educational Needs
Sutton Family Centre
IT Operations (Client)
Management Information Services
Registration Service
Capital and Planning
Safer Sutton Partnership
Client Catering
IT Operations (Networks)
Smarter Travel Sutton
Democratic Services
Inclusion Support Service
Sports Development
Sutton Catering
Libraries
Street Scene Services
Museums and Heritage
Meals on Wheels
Facilities Management
Parks

Table 4.11 shows the types of items that teams are responsible for delivering, the approximate frequency that these items are delivered annually, and the approximate number of annual deliveries. This last figure is calculated by multiplying the reported frequency of delivery by the number of locations to which deliveries are made.

Food accounts for approximately 108,400 deliveries. This is due to the Meals on Wheels service and the Catering service providing food to all schools and care homes on a daily basis. Other items accounting for large numbers of deliveries are IT equipment and consumables, internal mail, document and publicity and equipment. The IT equipment and consumables includes deliveries (28,340) made by the council to all schools. The delivery of bins and sacks is variable, depending on service changes. For example in 2008 the council introduced changes to its waste collection services requiring the provision of a new glass bin for every house and free compost bins to all those households who requested one. The figure for bins and sacks is therefore an estimate. External mail (ie Royal Mail), other than the reported used of DX has been excluded.

Table 4.11: Type of items delivered, frequency and number of deliveries

Type of items	Approximate annual frequency of delivery	Approximate annual number of deliveries
Food - including school meals and meals on wheels	634	108400
IT equipment and consumables	446	7820
Bins and sacks	151	21501*
Internal Mail	not reported	9000
Documents and Publicity	323	4865
Equipment - catering etc	144	4299
Books	352	2868
Educational resources for schools	8	480
Merchandise	50	50
Materials for social services clients	8	8
Cleaning/janitorial supplies	not reported	not reported

* estimate.

Teams either deliver items using their own staff, use a courier or are responsible for the delivery of items directly from a supplier. The great majority of the reported items are delivered by staff in a car, van or lorry, accounting for an approximate 45,500 deliveries, not including Meals on Wheels. The data for Meals on Wheels has been removed from the graph in figure 4.8. This service delivers around 2000 meals per week to 400 homes by staff and volunteers driving council vans.

Approximately 8700 deliveries were reported to be made directly by suppliers on behalf of the council by either car, van or lorry. This is largely accounted for by deliveries of food and IT equipment to schools, bins and sacks to residents and the internal mail service.

Only an approximate 175 deliveries were reported to be made by courier van or car. The 4000 (approximate) deliveries reported to be made by cycle powered courier is accounted for by the service provided by EcoLocal for the delivery of committee papers and other documents to councillors' homes twice per week, as well as a number of deliveries requested by the Smarter Travel Sutton team.

Figure 4.8: Mode of delivery

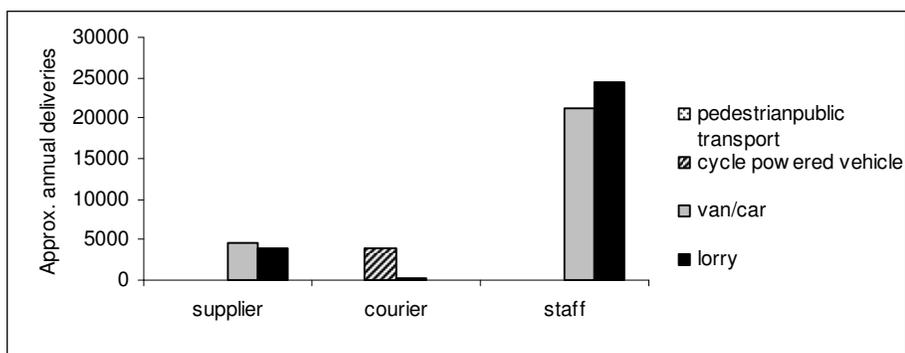


Table 4.12 summarises an analysis of the deliveries for which a change of mode to the local cycle powered vehicle delivery service could be explored. Deliveries by lorry are likely to be too heavy. Although delivery of food by cycle courier is not usually a problem, the delivery of Meals on Wheels or other large quantities of hot food are too large a scale to be considered. Most other deliveries currently carried out by staff in cars or vans could be explored. Deliveries currently made by courier van/car may often be feasible by cycle for local journeys. Of those deliveries made directly by suppliers, the choice of vehicle is not within the council's control, though they can exert influence. This is the case with CDS, the council's corporate printing company, who have been encouraged by their client officer at the council to use EcoLocal Deliveries, and do so on occasions. One of the main barriers for using cycle vehicles for deliveries made by suppliers, is how local the suppliers are. Of the deliveries made by supplier using car or van there are two regular deliveries where the supplier is local.

Table 4.12: Deliveries where a change of mode to cycle powered vehicles could be explored

Current mode of delivery	Number of deliveries for which cycle powered vehicle could be explored
courier van/car	100
staff van/car	10828
supplier van/car	2838

Teams were asked about equipment which they have serviced. They were asked not to provide information on photocopiers, IT or building services equipment as information about this was obtained from the teams responsible for this equipment. 13 teams provided information about equipment servicing. Table 4.13 shows the approximate number of services reported by these teams. The Property Services department were able to provide mileage (not presented in table 4.13) for BTU, one of their electrical can mechanical servicing and repairs partners. The mileage for BTU's regular engineers was 34,756 miles from 1st April to 16th December 2008. BTU were unable to provide mileage for their other engineers. Property Services' other electrical and mechanical servicing partner's contract was terminated on the 1st September 2000 so their mileage was not available.

The highest servicing activity reported was for the Ricoh photocopier contract managed by the Procurement team on behalf of all council services and schools. This figure includes multiple call outs to the same building. In both Denmark Road and Civic Offices, photocopier fault reports are checked by office services staff before calling out Ricoh, to ensure that the fault is genuine (eg: to check it isn't just switched off at the wall, or out of paper). When Ricoh are called out for a repair they also carry out routine servicing due for the machine to avoid unnecessary repeat trips.

The IT equipment servicing reported in table 4.13 is only for the team responsible for schools.

Table 4.13: Equipment Servicing reported by 12 teams.

Type of Equipment	Approx Services per annum
Photocopiers	797
IT	151
Parking	111
Catering	30
Horticultural	13
Play Equipment	13
CCTV	8
Care equipment	2

Teams were asked for their ideas about how to reduce the impact of the transport for deliveries to or from their premises and visits for maintenance and repair of equipment, and about what barriers prevent them from reducing the impact of transport for deliveries and equipment servicing. The survey form gave suggestions with tick boxes. The responses to these are shown in figure 4.9 and 4.10. Teams also had the opportunity to provide their own ideas, presented in tables 4.14 and 4.15. 30 teams responded providing information about 55 types of delivery and servicing activity. In 35% of the activity reported on, teams felt that the delivery or servicing was already as efficient as it could be.

18 staff suggested purchasing items less frequently (ie in bulk) and 11 suggested combining orders for goods with other teams, a solution which also features in the comments in table 4.14. At Denmark Road the office services team do collate and place the orders for stationery for all teams in the building. These results suggest that there may be scope to explore this practice at other buildings and for other items. However, the extent to which combining orders and ordering in bulk can be implemented may be hindered by a lack of storage space, reported by 25 staff to be an issue. The Health and Safety team recommended that the manual handling issues relating to bulk ordering should be considered. Hallmead Day Care’s suggestion to purchase all their food from one supplier to reduce deliveries may well apply to other items such as cleaning and janitorial supplies which are not currently within one borough wide contract. The point raised by the Training and Governors support team regarding barriers around the use of e-mail instead of deliveries of papers is an interesting issue which could well apply to thousands of deliveries of documents reported in table 4.11. The environmental, social and practical impacts of requiring recipients to print documents themselves would need to be balanced against the environmental and health impacts of delivering hard copy documents.

Figure 4.9: Opportunities to reduce deliveries and servicing transport impacts

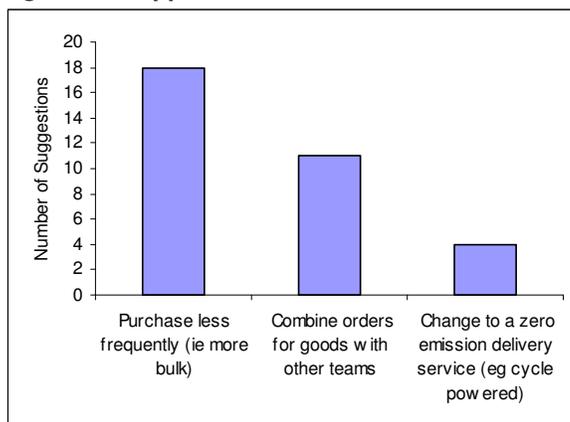


Table 4.14: Opportunities to reduce deliveries and servicing transport impacts

Team	Suggestion
Inclusion Support Service	We comprise 4 teams here and often the teams order from the same suppliers but different items at different times so this could be better co-ordinated.
Legal services	Awaiting courts to agree an electronic delivery [for court bundles]
Hallmead Day Centre	Purchase [food] from one supplier and get supplies all delivered at same time.
Ecology Centre	Junk Mail - remove ourselves from all the previous catalogue lists we are on.
Denmark Road	Plastic cups - Orders for these could be co-ordinated by Offices Services for general use around the building at Denmark Road
Special Educational Needs at The Grove	Stationery - Perhaps a central ordering point for stationery for the whole building? We aren't charged for delivery, but a single order each week would reduce the number of deliveries.

Figure 4.10: Barriers to reducing impact of deliveries and servicing transport

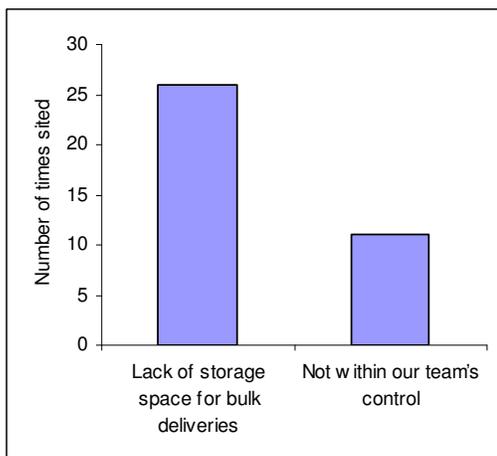


Table 4.15: Barriers to reducing impact of deliveries and servicing transport

Team	Comment
Training and Governor support	Social inclusion - many governors do not have access to email, they need hard copies for meetings. If email is used, until home printers are uniformly double sided, it is more sensible for us to produce paperwork double sided centrally, and on ethically sourced paper. Given the large number of dispatches we do, we have not got the staffing capacity to separate out individual requirements.
Biodiversity	Leaflets - Items are heavy – we combine with other trips
IT Operations (Networks)	Need more space to take in IT deliveries and build equipment. More engineers would enable us to turn around equipment faster.
Ecology Centre	Cannot store printing paper in basement - paper gets damp
Health and Safety	Please always consider manual handling issues when going for more bulk in deliveries because more items increases the risk to staff moving them - a trolley only reduces the distance carried and doesn't change the risk of loading onto and off the trolley

4.1.5 Summary of site and team survey analyses

- The majority of activity recorded at both sites was for deliveries (86% at Denmark Road and 91% at Civic Offices) rather than collections.
- The majority of deliveries/collections at both sites were carried out by transit vans (55% Denmark Road, 77% Civic Offices). The team surveys showed lorry, followed closely by van or car, as the most common means of both receiving items at teams' premises and as a means of making deliveries to other venues.
- The items most frequently delivered were internal mail (19%), letters by hand from residents (17%) and external mail (14%) at Denmark Road and toner (17%) at Civic Offices. Identifying the contents was particularly difficult at Civic Offices where the contents was not recorded for 44% of the activity. Team surveys show that these site surveys at offices, are not illustrative of the number of deliveries or the wider variety of items delivered to other types of premises. Other than mail, teams reported food, stationery, vehicle parts/supplies, IT equipment/supplies and literature as the most frequent deliveries received at their premises. Food and IT equipment were also among the largest number of deliveries made by teams to venues in Sutton, as well as waste bins and sacks delivered to residents and businesses.
- The majority of deliveries/collections were for only one box or large item (30% at Denmark Road and 42% at Civic Offices).
- 26 companies were responsible for the activity at Denmark Road and 12 were identified at Civic Offices.
- The most frequent deliveries/collections were carried out by the council's own internal mail service, Royal Mail, residents, Image Retrieval, Office Depot, UPS, DHL and TNT. Repeat deliveries on the same day were minimal, but several companies delivered every day or nearly every day.
- Couriers accounted for 17% of the activity at Denmark Road and 82% of that recorded at Civic Offices, but only 6 courier visits were for collections.
- Based on the team survey reports, the premises receiving most deliveries are large offices and care centres.
- The equipment with the most frequent reported servicing was photocopiers (797 call outs in 2007/08).
- In 35% of the activity reported on, teams felt that the delivery or servicing was already as efficient as it could be.
- 18 staff suggested purchasing items less frequently, and 11 suggested combining orders with other teams.
- 25 staff reported lack of storage to be a barrier to more bulk deliveries.

4.2 Procurement

4.2.1 Current practice and data

In Sutton, not all procurement is dealt with centrally. Some contracts are managed centrally by the Procurement and Transformation team, notably; stationery, photocopiers and printing, however many other services and goods are procured by individual departments, with input from the corporate procurement team for large contracts at the time of letting contracts.

There are 478 users registered in the authority who can raise a requisition and therefore purchase goods or services which may result in one or more vehicle movements. There are many other staff who will ask a registered user to purchase on their behalf.

There is a 'huge' list of historical existing suppliers on the Council's system which the registered users can purchase from. However, any new suppliers now have to be approved through the

procurement team so that control can be exercised. Consolidating suppliers of similar goods may lead to reduced deliveries depending on how the contracts are operated.

In 2007/08 a total of 72,892 orders were placed within the council's spend of over £40,000. Annex 7 highlights those which are most likely to generate delivery and servicing transport. The procurement team is seeking to reduce the number of orders placed for goods. It is possible that this will reduce delivery transport, however the number of orders does not necessarily relate to the number of deliveries, as one order could result in multiple deliveries.

Where contracts are managed centrally, opportunities exist to exert influence and controls over the delivery and servicing transport implications generated by many, often hundreds, of staff demanding goods from a common supplier. For example;

- in the case of stationery, staff are expected to place a minimum order of £50 of goods,
- the corporate procurement team review printing purchases to ensure that staff are purchasing within the corporate contract. Influence has been exerted by the corporate procurement team, on the in-house printing company to make use of EcoLocal Deliveries (zero emission cycle powered vehicles).

There are no specific policies or common practices relating to goods despatch or receipt procedures. Delivery notes are kept at Therapia Lane Depot but not at other buildings such as Civic Offices.

4.2.2 Greening the Supply Chain

This procedure arose from the implementation of EMAS, to ensure that the Council's suppliers are of similar environmental standard to the Council and that the services they deliver are subject to the same level of environmental control.

Suppliers for contracts worth over £5K are required just to have an environmental policy. If transport is a significant environmental impact for the supplier the council would expect to see this referred to in their policy.

For contracts worth over £100K, purchasing officers are required to:
'Ask the company if they have either an Environmental Management System, commitment to a timescale when they will achieve an Environmental Management System or to agree an Environmental Improvement Plan
AND 'Use the Tender Environmental Assessment Checklist to Specify what environmental impacts the contractor should address in the contractor's 'method statement'.'

This checklist is to help officers:
'decide a) what environmental impacts the contractor should address in the environmental method statement, and b) non-negotiable environmental specifications within the tender documents'

As this checklist refers to the environmental impacts rather than the causes of the impacts it does not prompt officers to consider 'transport'. Instead it refers to issues such as air pollution and use of energy.

Greening the Supply Chain is integrated into the Council's standard procurement documents so that officers should not be able to let a new contract worth over £100K without requiring the contractor to provide relevant environmental method statements.

Officers are expected to monitor compliance with the environmental method statements annually as part of contract monitoring. Checks that this occurs are carried out as part of EMAS auditing.

5 Recommendations

5.1 Deliveries

- **Consolidating deliveries.** Some of the data suggests that consolidation of deliveries should be investigated particularly for stationery and toner. For example, Office Depot delivered 6 days at both Denmark Road and Civic Offices in the two week survey period, Ricoh toner was delivered every day and the majority of deliveries were for only one box or item. The procurement team is already achieving year on year reductions in the number of orders placed. How this translates into reduced deliveries should be discussed with suppliers of large quantities of goods. This will need to be balanced against the business needs for next day delivery.
- **Royal Mail** wrote to Sutton Council in October 2008 to discuss opportunities for working with the council to reduce their carbon footprint. Since Royal Mail are a significant contributor to deliveries in the borough, both to the council and elsewhere, this should be followed up by the appropriate department as there may be opportunities to support significant reductions in CO2 emissions and other pollutants.
- **Immediate action at team level.** The survey findings should be fed back to all teams, with information about good practice. Teams should be encouraged to discuss viable opportunities suitable for their teams which can be implemented immediately without the need for change to corporate policy/strategy.
- **Consolidating Suppliers.** This is already underway by the procurement team. The data would suggest considering consolidation of cleaning and janitorial supplies in particular.
- **Storage.** Consideration of storage space should be made within office re-organisations, renovations and new build. The cost of this will need to be considered.
- **Deliveries by zero emission vehicles.** Deliveries currently made by staff in vans or cars for documents, light equipment, some food items and other items could be investigated to see if the local zero emission delivery service would be a viable alternative. Smarter Travel Sutton team's good practice in using this service as an alternative to couriers, and Procurement's influence on the printing supplier to use the service, should be disseminated as good practice among other teams.
- **Fleet.** Considering the very large proportion of deliveries made by the Council's own fleet, it will be important to implement actions towards the proposed target in the draft Sustainability Action Plan 'to reduce the carbon and pollutant emissions from CO2 emissions from Sutton Council fleet and travel for work to reduce by 50% by 2017.' Sutton already uses 30% biofuel in some of its fleet, but there might be scope for further introduction of zero or low emission vehicles.

5.2 Data Collection

- The recommendation in Croydon's DSP scoping report to introduce standard categorisation for the packaging and contents of deliveries would be valuable as regards analysis of the data. We would recommend this list is kept to a manageable number of categories to ensure that staff receiving goods are able to refer to it within the short timescales they have for obtaining the information from delivery companies.
- The results of the team surveys carried out at Sutton would indicate that reliance on surveys at a limited number of office type sites will not be representative of the quantity or variety of delivery and servicing activity across all council services. Where council's have a campus containing the majority of services this will be less of an issue. However all councils will have

a wide distribution of schools, care homes and residents to which deliveries may be made by council services. The limitations of site survey samples should therefore be considered when identifying the scope for DSP work in local authorities.

- Further data is needed about the transport implications of equipment servicing in Sutton.

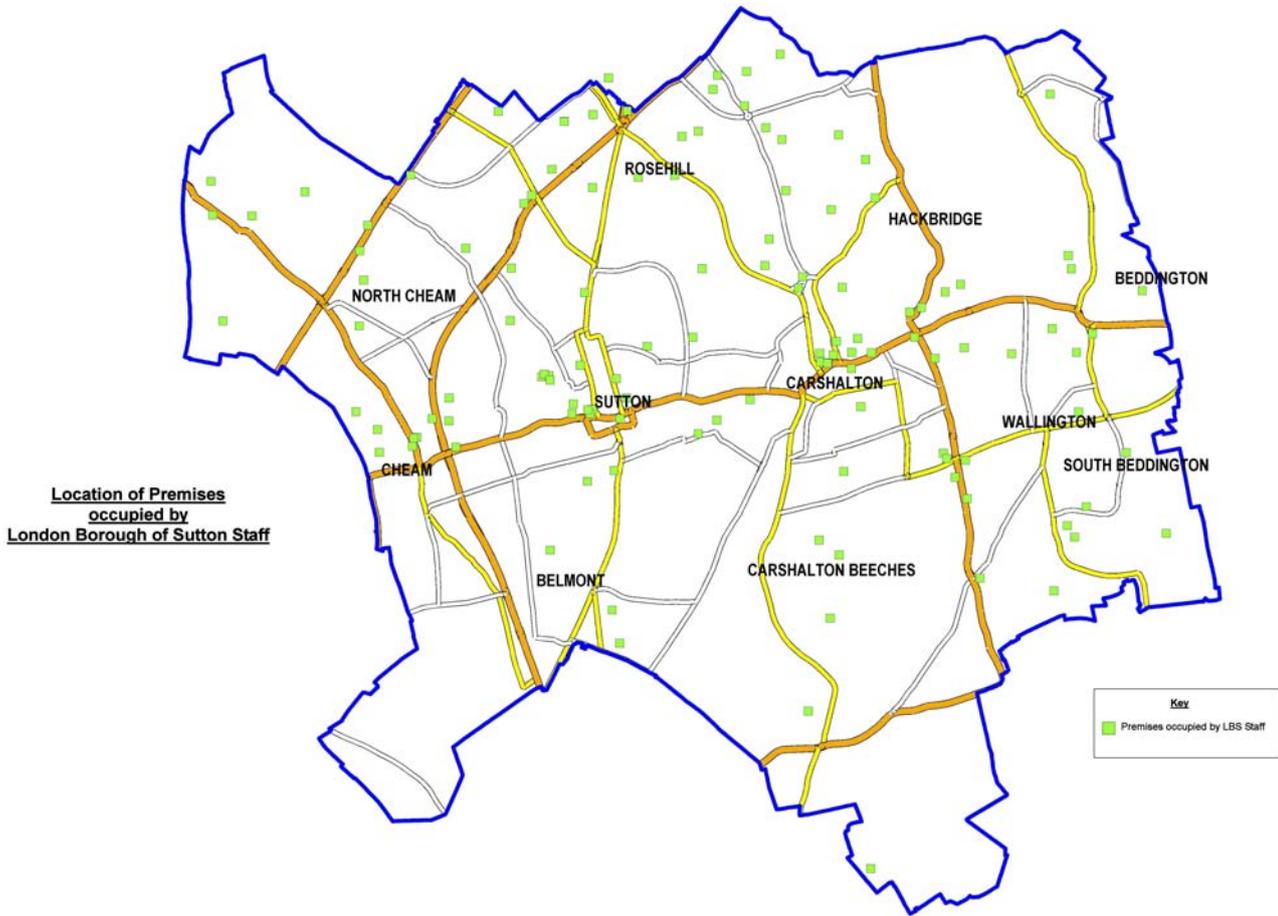
5.3 Procurement

- Further analysis of procurement data and practices could be carried out in Sutton to obtain more information on the patterns of use of corporate contracts such as Office Depot and Ricoh, and multiple suppliers for similar goods. Sutton should also be able to obtain similar analysis of activity for Office Depot as that provided by Office Depot for Croydon.

6 Pathway to Implementation

- **Responsibility** – The scoping work has so far been led by Strategic Planning. The lead on the Workplace Travel Plan currently sits within Environmental Sustainability team, though the responsibility for actions within it sit within appropriate teams across all departments. Whilst the lead for DSP work in the borough should remain with Strategic Planning, there should be close co-operation with the Environmental Sustainability team and input from the Procurement and Transformation team.
- **Integration to Policy, Action Plans and systems.** The Environmental Policy and draft Sustainability Action Plan should be reviewed and updated to identify delivery and servicing transport impacts at this top level. The council's Workplace Travel Plan (WTP) already identifies delivery and servicing transport within its scope. However the WTP action plan would need to be developed to meet the objectives of a DSP. The actions should be embedded in each team's EMAS action plans as appropriate across all Council departments and monitored via the EMAS system. Templates for team EMAS action plans and good practice notes should be updated to prompt consideration of delivery and servicing transport impacts. Large contracts are subject to consideration of environmental impacts via the Greening the Supply chain procedure. Guidance notes for this procedure could be updated to make overt reference to consideration of delivery and servicing transport.
- **The Sustainable Transport action group**, when established, should include deliveries and servicing within its remit.
- **Networking with other boroughs** concurrently working on developing DSPs will be important to enable exchange of ideas during the process. Good practice and lessons learnt through this scoping exercise and the development of a DSP should be shared with other boroughs. The Freight Quality Partnerships will be a valuable conduit for this.

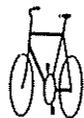
ANNEX 1: MAP OF OPERATIONAL PREMISES



TRAVL MODE/VEHICLE CLASSIFICATION



PEDESTRIAN



CYCLE



MOTOR CYCLE

A1



CARS

A2



SMALL VANS

B



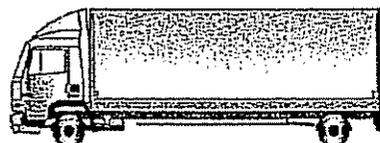
SINGLE REAR TRANSIT TYPE VEHICLE

C



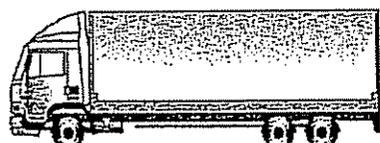
2 AXLES < 7.5 TONNES TWIN REAR WHEEL TRANSIT VAN

D



2 AXLES 7.5 TO 17 TONNES (WITH REFLECTIVE PLATES)

E1



3 AXLES (RIGID) 17 TO 25 TONNES

E2



4 AXLES (RIGID) 25 TO 33 TONNES

F1



3 OR 4 AXLES (ARTICULATED) UP TO 33 TONNES

F2



5 OR MORE AXLES (ARTICULATED) OVER 33 TONNES

ANNEX 4: TEAM SURVEY FORM

Your name	
Your team	
Service Unit	
Address of the building you are based in	
Post code	

1. Items which come to your premises

We want to know anything you can tell us about what items come **to your team at your premises**, including items which you have delivered as well as those which you might collect yourself. Please note that this question is only about items which **come to your team's premises** – other deliveries are dealt with in question 2.

What do we mean by 'items'? Items could be anything from printing, post, food, stationery, cleaning materials, janitorial supplies, specialist items for your service (eg sports/care equipment).

Items might be things which you **purchase directly**, or be **part of a contract** you have for a service, or they **might not be purchased** by your team at all – please think laterally and include everything! Please consider all your regular services as well as any one off activities over the past year.

Don't worry if you can't give precise information – any information, however indicative will be useful. However if you do have records or data sheets which you can provide, please also send these.

Type of items. Use a new row for each type of item	Quantity (describe however you like)	Which company/ organisation do the items come from?	How do the items get to you? Please choose from the drop down menu, and/or add your own comments	Which premises are the items delivered/ brought to?	How often delivered/collected Please choose from the drop down menu, and/or add your own comments
			Click for drop down menu Your comments:		Click for drop down menu Your comments:
			Click for drop down menu Your comments:		Click for drop down menu Your comments:
			Click for drop down menu Your comments:		Click for drop down menu Your comments:

(MORE ROWS WERE PROVIDED IN THE ORIGINAL).

2. Items which your team delivers/has delivered

This is about **anything** which is delivered or transported to **any** location, by **any** method, as a result of your team's services.

Some teams provide services which involve delivering/transporting items such as post, couriered parcels, or specialist items such as promotional/consultation materials, food, equipment, books, etc to various locations such as residents houses, other council premises or to business etc. These items might be things you purchase directly, or come as part of a contract, or are not purchased at all. Please consider all your regular services as well as any one off activities over the past year.

Your team staff might deliver/transport items themselves, or you might use a courier or delivery company. Often, the company who provides the items for your service, will also deliver them directly to your 'users/clients' without them ever coming to your office first. Please include items which are transported by any of these means.

Please tick this box if your team is **not** responsible for any outgoing deliveries

Don't worry if you can't give precise information – any information, however indicative will be useful. However if you do have records or data sheets which you can provide, please also send these.

Type of items. Use a new row for each type of item	Quantity (describe however you like)	Which company/organisation do the items originate from? If the Council produces the item please put LBS. Do consider your contracted services.	How are the items delivered? Please choose from the drop down menu, and/or add your own comments	Where are the items delivered to?	How many locations are they delivered to (approx.) ?	How often are they delivered? Please choose from the drop down menu, and/or add your own comments
			Click to drop down menu Your comments:			Click to drop down menu Your comments:
			Click to drop down menu Your comments:			Click to drop down menu Your comments:

3. Servicing of equipment

Every time an 'engineer' comes to maintain or repair your equipment this involves a journey. We have central information for some equipment (see below), but if you have other equipment or vehicles which are maintained or repaired please let us know about it.

- Photocopiers: Do **not** include photocopiers (because we have central info about this)
- IT equipment or printers: Please only include this equipment if it is **not** maintained/repared by Desktop Support or Telecoms
- Equipment which is integral to your building such as heating, lighting or air conditioning: Please only include this, if you do **not** go through Property Services for its maintenance.

Please tick this box if your team is **not** responsible for any equipment

Type of Equipment Use a new row for each type of equipment.	Where is the equipment?	Which company/organisation provides the maintenance/ repair? 	Who books the maintenance/repairs? Tick box if your team books it. Or tell us which department organises it for you.	How frequently is the equipment usually maintained/repared? Please choose from the drop down menu, and/or add your own comments
		Don't know <input type="checkbox"/>	Our team <input type="checkbox"/> OR Which dept:	Click to drop down menu Your comments:
		Don't know <input type="checkbox"/>	Our team <input type="checkbox"/> OR Which dept:	Click to drop down menu Your comments:
		Don't know <input type="checkbox"/>	Our team <input type="checkbox"/> OR Which dept:	Click to drop down menu Your comments:

4. Opportunities and barriers

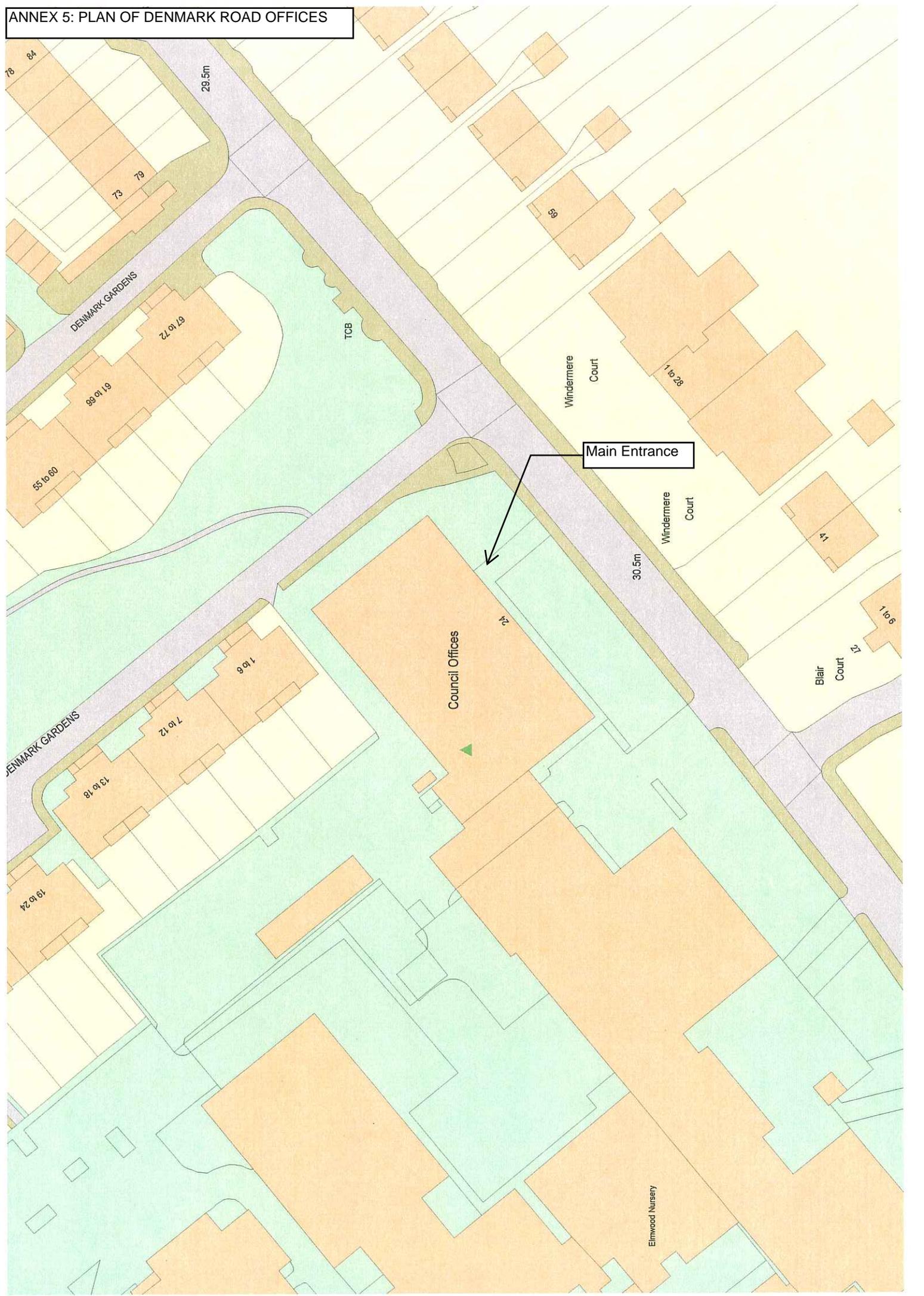
Last question!

Do you have any ideas about how to reduce the impact of the transport for deliveries to or from your premises and visits for maintenance/repair of equipment?

What barriers prevent you from reducing the impact of transport for deliveries and equipment servicing.

Item/Equipment	Opportunity Please tick as many boxes as relevant and/or add your own ideas	Barriers Please tick as many boxes as relevant and add your own ideas
	<input type="checkbox"/> Purchase less frequently (ie more bulk) <input type="checkbox"/> Combine orders for goods with other teams <input type="checkbox"/> Change to a zero emission delivery service (eg cycle powered) Other ideas:	<input type="checkbox"/> Lack of storage space for bulk deliveries <input type="checkbox"/> Not within our team's control <input type="checkbox"/> Deliveries/Serviceing are already as efficient as can be Other ideas
	<input type="checkbox"/> Purchase less frequently (ie more bulk) <input type="checkbox"/> Combine orders for goods with other teams <input type="checkbox"/> Change to a zero emission delivery service (eg cycle powered) Other ideas:	<input type="checkbox"/> Lack of storage space for bulk deliveries <input type="checkbox"/> Not within our team's control <input type="checkbox"/> Deliveries/Serviceing are already as efficient as can be Other ideas

ANNEX 5: PLAN OF DENMARK ROAD OFFICES



ANNEX 6: PLAN OF CIVIC OFFICES



Chancery House

HILL ROAD

Epworth Lodge

Trinity Methodist Church

56.4m

Sunday School

Sutton

Subway

Loading Bay entrance for Civic Offices, library and college

The Upper Walk

The Lower Square

The Upper Walk

Civic Centre

CHEAM ROAD

SUTTON PARK ROAD

Library

GIBSON ROAD

ULC

CR

Car park entrance

St Nicholas Hall

CR

ANNEX 7: PURCHASING ORDERS OVER £40,000

Items most likely to relate to delivery and servicing highlighted.

Classification name	No of Invoices 06/07	No of Invoices 07/08	YonY invoice increase/decrease
CRB Total	12	12	0
Concessionary Fares Total	12	14	2
Recruitment Services Total	33	15	-18
Musical Instruments Total	38	16	-22
Consortia Total	37	21	-16
PA Equipment Total	26	21	-5
Pest Control Total	54	36	-18
Grants Total	583	50	-533
Playground Equipment Total	79	66	-13
Insurance Total	69	67	-2
Parking Equipment Total	73	77	4
Fuel - Oil Products Total	251	92	-159
Environmental Sustainability Svces Total	143	92	-51
Hired Equipment Total	162	97	-65
Imprest Expenditure Total	1838	104	-1734
Horticultural and Plants Total	116	111	-5
Waste Disposal Equipment Total	142	140	-2
Work Clothing Total	203	154	-49
Sanitary Services Total	185	165	-20
Audit and Statutory Fees Total	241	171	-70
Non Procurement Total	306	172	-134
Grounds Maintenance Total	245	180	-65
Major Outsourced Services Total	239	199	-40
Security Services Total	343	201	-142
Health services Total	237	210	-27
Photocopiers and printing Total	241	241	0
Furniture Total	367	260	-107
Supply Teachers Total	186	276	90
Grounds Maintenance Equipment Total	228	277	49
Legal Fees Total	491	288	-203
Finance Services Total	611	319	-292
Supporting People Partners Total	270	324	54
Postage Total	215	327	112
Photocopiers and printing Total	418	357	-61
Parking Services Total	236	377	141
O.T. Equipment Total	470	396	-74
Rented Property Total	510	415	-95
Meeting Facilities Total	604	639	35
Catering Total	646	650	4
Advertising Total	778	790	12
LBS Schools Total	669	828	159
Vehicle Tyres and Parts Total	1217	873	-344
Cleaning Services Total	842	888	46
IT Equipment Total	1126	925	-201
MISC Total	1438	938	-500
IT Services Total	980	958	-22
Vehicles Total	1044	1016	-28
External School services Total	1116	1195	79
Homeless Persons Accommodation Total	1587	1204	-383
Training services Total	1581	1393	-188
Civil Engineering and Highways Total	1564	1504	-60
Consultants Total	1903	1520	-383
Agency Staff Total	3027	1992	-1035
Waste Disposal Total	1349	2060	711
Telecommunications Total	1804	2396	592

Stationery Total	3729	3141	-588
Building Contractors Total	16461	3342	-13119
Provisions - Food Total	3796	3584	-212
Library Books & Audio Total	7082	4692	-2390
Transport Services Total	2487	4877	2390
Waste Assets Total	3347	4981	1634
Utilities Total	5503	5500	-3
Care Services Total	13922	14665	743
Grand Total	89514	72892	-16622

ANNEX 8

Lessons Learnt

- As recommended by the DSP scoping study in Croydon, the site surveys in Sutton used the TRAVL standard classification for vehicles. However, in practice, reception staff carrying out the survey were not always able to identify the type of vehicle to the degree of specificity in the TRAVL classification.
- It is not always possible to identify the contents of items delivered or the supplier of the goods. This is particularly the case where staff carrying out surveys are only in contact with the delivery company by telecom.
- In Sutton, in addition to the site surveys, questionnaires were sent to each team. The results of these surveys illustrate that a large number and a wide variety of items are delivered within the context of council services which are not necessarily recorded through surveys at a limited number of office based sites. The limitations of site surveys should therefore be considered when identifying the scope for DSP work.
- The team survey questionnaires could be improved to improve the information about the number of deliveries received and made by teams. Common types of deliveries received, such as external mail, stationery and toner, should be prompted in order to obtain more uniform information. Where teams are responsible for making deliveries, the questions need to be re-worded in order to obtain more accurate information about the number of deliveries made, as below

	How often are deliveries of these items made?	How many locations are they delivered to on each occasion?	