

# **Borough Delivery and Servicing Plan (DSP) Scoping Study - Bromley**



## **Report**

Prepared for

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

by



**Version 4.0 January 2009**

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Project Number	Lo/08/422
Version	4.0
Date	January 2009
File location	Borough DSP
Last edited	
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## EXECUTIVE SUMMARY

As part of its work programme for 2008/9, 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 Bromley and Croydon 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 Bromley.

A project inception meeting was held with Bromley Council in July 2008 and the approach to the work was discussed and the next steps for obtaining information about deliveries to Council Buildings were agreed. It was agreed that a review would be carried out of; Council buildings information; the Council Travel Plan; the Council Environmental Policy and procurement data. In addition, it was agreed that Bromley Council staff would conduct delivery surveys.

Bromley Council is responsible for approximately 550 buildings, structures and open spaces within the borough. However the majority of deliveries and collections (approximately 90%) revolve around the main Council office buildings located in the Civic Centre in Bromley Town centre. For this reason, this site was the main focus of this scoping study and it has been assumed that it is representative of all the Council responsibilities.

As part of Bromley Council's commitment to 'Building a Better Bromley', a Council Staff Travel Plan was developed and updated in 2008; however, approval of the draft staff travel plan for Bromley Council has been deferred. Bromley Council introduced a Carbon Management Programme in 2008 in order to combat increasing energy costs and demonstrate community leadership in tackling climate change. The Carbon Management Programme proposes that a fundamental review may need to take place in the first quarter of 2010 should the programme not be on course to achieving its targets. It is suggested that at this time, procurement policies and deliveries be acknowledged in the action plan. The views of the Transport Strategy and Facilities Management departments at Bromley Council were that a Bromley Council DSP 'concept' should stand alone and should not be incorporated into the Environmental Policy or Council Travel Plan.

There are around 20 to 25 deliveries per day to Bromley Council sites plus a smaller number of collections. All deliveries to the Civic Centre buildings have to pass through the Lodge where the Bromley Council gatehouse staff inform the relevant department that the delivery has arrived. For the purposes of this project, Bromley Council facilities management team recorded delivery information at the Lodge between 19/9/08 and 3/10/08. The findings of the delivery survey data analysis are summarised below.

- The majority of vehicle movements (76.7%) were associated with deliveries rather than collections.
- The majority of deliveries/collections to the site are made by van (72%) with the second most commonly used vehicle being lorry (24.14%).
- The majority of vehicles requiring on site parking (94%) used the car park close to the St Blaise building.
- The majority of the vehicles only required access to one of the buildings on site with only 8% of vehicles requiring access to multiple buildings.
- 90% of deliveries/collections take less than 30 minutes and of these, 79% take less than 10 minutes.

- The majority of deliveries and collections were for parcels (49%), with post collections and deliveries being the second most common type of delivery / collection (12%).
- During the two week period, 53 different companies carried out the deliveries to / collections from the site. There were a number of occasions where there was more than one supplier used for a particular product (e.g.: water, paper and stationery, furniture and flowers)
- Couriers accounted for over 50% of delivery / collection activities during the survey period. There were 19 different courier companies recorded, but DHL, City Link and UPS accounted for over half of these courier deliveries and collections. 86% of these trips were deliveries to the site (86%) rather than collections from the site (3%).
- Some companies visited the site more than once during a day, with one company visiting the site on 3 separate occasions (DHL).

Procurement at Bromley Council is not currently dealt with centrally. The Council uses an electronic ordering system (i-Proc) and each department is responsible for ordering their own supplies. iProc data was provided for a 7 month period in 2009 which showed that during this period, 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.

Based on the analysis of the delivery survey data, procurement data and review of policy documents, a number of recommendations have been proposed, for example, consolidating suppliers and deliveries. Recommendations regarding the survey duration, the data recording sheet and the vehicle classification system used for the surveys have also been suggested.

A progress meeting was held with Bromley Council in January 2009 and the recommendations and proposed 'Pathways to Implementation' were discussed and agreed. At this meeting Bromley Council indicated that they were keen to progress further with the work towards developing a DSP should further funding be agreed. At this progress meeting 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 should be given more priority than others 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 are 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.

# 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 (PPG13) 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 be 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 to 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 2008/9, 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 Bromley and Croydon 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 Bromley.

## 2 METHODOLOGY

### 2.1 Approach

The main point of contact for the project was the Bromley Council Head of Transport Strategy and the Facilities & Support Services Manager from the Facilities Management department. Alan Lewis and Sarah Clifford of TTR met with Iain Forbes (Head of Transport Strategy, Bromley Council) and Andy Champion (Facilities Management, Bromley Council) on 23 July 2008 at the Bromley Council offices. At the meeting, the approach to the work was discussed and the next steps for obtaining information about deliveries to Council Buildings were agreed. The majority of deliveries and collections (approximately 90%) revolve around the main Council office buildings located in the Civic Centre in Bromley Town centre. For this reason, this site was the main focus of this scoping study and it has been assumed that it is representative of all the Council responsibilities. It was agreed that data would be collected in the following ways:

- Buildings information - Bromley Council Environmental Services liaised with Bromley Council Property Department and provided a comprehensive list of all Council buildings which is summarised in section 3.1.
- Council Travel Plan – in the project inception meeting held in July 2008, it was confirmed that approval of the Council's travel plan had been deferred. Reference has been made to the draft travel plan in section 3.2 along with some suggestions and recommendations.
- Environmental Policy – Whilst Bromley Council doesn't have an overarching environmental policy at the moment, Bromley Council Environmental Services provided a copy of the Bromley carbon management report. The Environmental Services Department also confirmed that the Council is currently working on a council carbon policy and council sustainability policy. TTR also obtained a copy of Bromley's Carbon Footprint Progress Report 2007 08 from the internet. These documents were reviewed by TTR in section 3.3.
- Delivery surveys - for the purposes of this project, a manual system was introduced to record delivery information to the main civic centre sites. The data was then entered into Excel by Bromley staff and provided to TTR. TTR analysed the data and the findings are included in section 4.1.
- Procurement data - the procurement department at Bromley Council provided information (taken directly from the electronic procurement system 'iPROC'). This data was analysed by TTR and the findings are summarised in Section 4.2.

### 3 OVERALL STRATEGIC REVIEW

#### 3.1 Bromley Council's Building Responsibilities

Bromley Council is responsible for approximately 550 buildings, structures and open spaces within the borough. Of these, 306 are operational buildings and 244 are open spaces and buildings/structures which would not be associated with delivery and servicing activity, including open spaces, allotments, public conveniences and war memorials. The 306 operational buildings are shown in Table 3.1, broken down by department.

The operational buildings include the administrative buildings of the main Civic Centre located in Bromley Town centre, Yeoman House (where the council lease 1.5 floors of serviced office space, which is managed by the landlord), the Walnuts Building in Orpington (which includes a Leisure Centre) and the Exchequer Building (which is also currently leased, but is planned to close next year), and a number of depots including the vehicle maintenance depot, which receives a large number of deliveries from Heavy Goods Vehicles. Bromley Council is also responsible for a number of Sports Centres. 18 of these leisure facilities, sports centres, golf courses and civic halls are operated in partnership with Bromley Mytime, a charitable leisure trust.

The majority of deliveries and collections (approximately 90%) revolve around the main Council office buildings located in the Civic Centre in Bromley Town centre. For this reason, this site was the main focus of this scoping study and it has been assumed that it is representative of all the Council responsibilities.

**Table 3.1: Bromley Council operational buildings (by department)**

Department	Types of Responsibilities	Number of Operational Buildings
Car Parks	Car Parking areas including those leased to companies/buildings, and multi storey car parks	37
Cemeteries	Cemeteries and Chapels	8
Community and Social Services	Citizens Advice Bureaus, Community Education Centre, Residential Care Homes	29
Depots	Depots	6
Education (schools and non schools)	Primary, Infant, Junior, Special needs, Religious and Secondary Schools, Scout Halls, Youth Centres and other centres	123
Libraries and Museums	Libraries, Museums and a Roman Villa, Information Centre	19
Hostels	Hostels	8
Office Admin Buildings	Office Admin Buildings including civic centre and the Walnuts	5
Park Buildings	Lodges, Cafes, Restaurants, Nature Centres, Golf Course Huts and Field Study Centres at Parks and Recreation Grounds	37
Sports Centres including sports pavilions changing facilities	Recreation Grounds with pavilions and changing facilities	34

The main Civic Centre campus includes the Stockwell, St Blaise and Old Palace buildings, the Joseph Lancaster, Anne Springman and Great Halls, Rochester and North Block, the

Council Chamber, East and West Wings, and the Lodge including the main reception, with an entrance for deliveries only located off Rochester Avenue. Access is also available to pedestrians through Stockwell Close. Upon arrival, all deliveries have to report to the Lodge, and car parking facilities are available located near to the St Blaise building. (A location map of Bromley Civic Centre is included in Annex A with site plans included as Annex B).

It is understood that plans are underway to introduce a monitoring system to check delivery vehicle weights. However, plans to introduce a traffic flow scheme which would have created a 'goods in' and 'goods out' arrangement have been deferred. Currently large delivery vehicles accessing the main Bromley offices have to reverse to gain access.

The Environment department was informed of the DSP scoping study; however did not participate in this phase of the project. The formal adoption of procedures such as EMAS is not as prominent at Bromley Council as with the other participating Councils.

### 3.2 Travel Plan

As lead borough of the London European Partnership on Transport (from April 2006 to August 2008), the London Borough of Bromley established itself as a major force in European transport, and was involved in chairing two working groups within the "Eurocities" network as well as representing the UK on the board of the European Platform On Mobility Management (EPOMM). Furthermore, as part of the ASTUTE (Advancing Sustainable Transport in Urban areas To promote Energy efficiency) project, an area-wide travel plan was developed for the Glades Shopping Centre in Bromley and as part of Bromley Council's commitment to 'Building a Better Bromley', a Council Staff Travel Plan was developed for all 2,000 employees. Measures already implemented as part of the Council travel plan include a car sharing scheme, washing and drying facilities, lockers, pool cars and increased accessibility of travel information. The travel plan was updated following a staff travel survey conducted in July 2008; however, approval of the draft staff travel plan for Bromley Council has been deferred.

### 3.3 Carbon Management Programme

Bromley Council introduced a Carbon Management Programme in 2008 in order to combat increasing energy costs and demonstrate community leadership in tackling climate change. This entailed working intensively with the Carbon Trust throughout 2007/08 to establish the Bromley Council carbon footprint, to model future scenarios and to develop a five year 'strategy and implementation plan' - designed significantly to reduce the Council's carbon footprint through a range of energy efficiency initiatives. This plan forms part of the Council's NI185 Action Plan ("*Percentage CO<sub>2</sub> Reduction from Local Authority Operations*"), and in co-ordination with plans currently under development for the fleet/business travel and the borough as a whole, will contribute to the Borough's NI 186 action plan ("*Reducing per capita CO<sub>2</sub> emissions in the Local Authority Area*"). Together, these plans constitute the core of Bromley's carbon management and climate change strategy (2008-13).

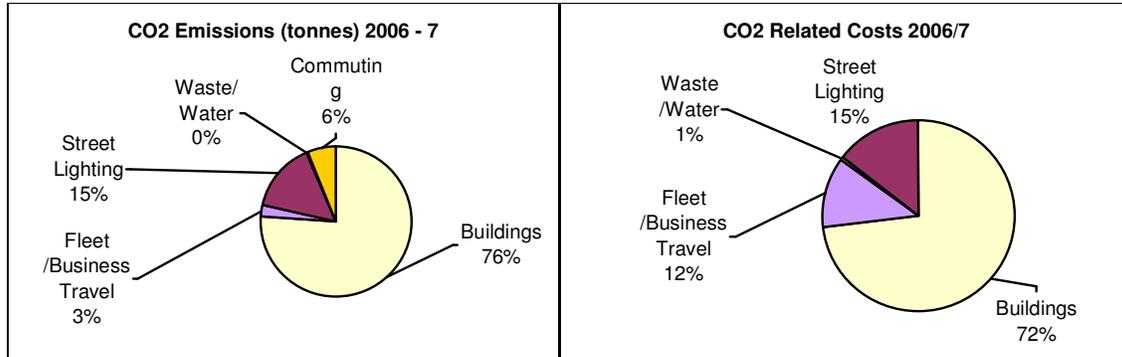
The Carbon Management Programme aims to cover all areas of the council's direct operations that produce carbon dioxide emissions as a result of energy and water consumption (and internal waste production). In the baseline data for 2006/7, the emissions sources included;

- Council Buildings (including the Civic Centre, schools and leisure facilities including those operated by Bromley Mytime),
- Street Lighting,

- commuting by council staff,
- fleet management,
- staff business travel
- Civic centre waste management and water consumption.

However, the baseline data did not include housing, housing waste disposal, use of contractors’ vehicles or the carbon produced as a result of deliveries to the council’s sites. The baseline data by emissions source is shown in Figure 3.1.

**Figure 3.1: CO<sub>2</sub> Emissions and Related Costs in 2006/7 (London Borough of Bromley, 2008)**



Although the emissions associated with deliveries are not identified as a source of emissions in the baseline data, a number of measures are to be implemented as part of the Bromley Carbon Management Programme which will have an impact on deliveries and servicing activities:

- The creation of Sustainable Development and Sustainable Procurement Policies (at a policy level)
- The consolidation of network scanning and printing devices, with increased use of multifunctional devices (at an action level)

Councils are now required to plan for, and report on, a number of climate change national indicators. National Indicator 185 and the rules for the proposed Carbon Reduction Commitment both make it clear that Bromley will need to account for the carbon produced by educational and contracted-out services (in addition to the Council’s own) in future. For this reason Bromley has included schools and Bromley Mytime (the Council’s leisure trust) data in the carbon footprint report. This raises the question of linkages between the DSP and the Council’s Carbon Reduction Commitment. The baseline data gathered for the Council’s Carbon Reduction Commitment did not include use of contractors’ vehicles or the carbon produced as a result of deliveries to the council’s sites. In order for the impact of the DSP concept to be measured, it is important that a baseline is developed as part of the Council’s Carbon Reduction Commitment.

The ‘Future Challenges’ section of the Carbon Footprint progress report suggests that strategic embedding of carbon management into Council policies and procedures such as procurement will play a part in the Council’s carbon management programme in the future. The Carbon Management Programme proposes that a fundamental review may need to take place in the first quarter of 2010 should the programme not be on course to achieving its targets. It is suggested that at this time, procurement policies and deliveries be included in the action plan.

Potential carbon reduction initiatives range from measures encouraging behavioural change to installing more energy efficient technologies. The strategic embedding of carbon management into corporate policies and procedures (which will enable further reductions) such as through procurement and reporting will also play a part.

### **3.4 Organisational factors and integration with other policies**

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

In Bromley, responsibility for the DSP Scoping Study was with the Transport Strategy and Facilities Management departments. Their views were that a Bromley Council DSP should stand alone and should not be incorporated into the Environmental Policy or Council Travel Plan.

## 4 DATA COLLECTION AND ANALYSIS

### 4.1 Deliveries

#### 4.1.1 Data identification and collection of delivery survey data

There are around 20 to 25 deliveries per day to Bromley Council sites plus a smaller number of collections. All deliveries to the Civic Centre buildings have to pass through the Lodge where the Bromley Council gatehouse staff inform the relevant department that the delivery has arrived. In the future, there are plans to introduce an electronic system for tracking deliveries, but currently there is no formal system in place to track and record deliveries.

For the purposes of this project, a manual system was developed by Bromley Council facilities management team and used to record delivery information at the Lodge between 19/9/08 and 3/10/08. During this period, information about deliveries/collections was recorded on 11 days because there were 2 weekends in the survey period when the council buildings were not open. In order to record the data, the Lodge staff were given A3 sheets to complete manually to record the types and frequencies of deliveries during this two week period. An excel view of the data sheet is included in Annex C. The data collected included the following:

1. Date / Time
2. Name of Supplier/Deliverer
3. Nature of Delivery
4. Vehicle type
5. Extended Parking Required?
6. Parking Zone Granted
7. Multiple Building Access Required?
8. Approximate Time on Site
9. Drop Off Only? (if so, approximate time on site)
10. Collection Only (if so, approximate time on site)

Bromley Council then entered the data into a spreadsheet and provided this to TTR, which has been subsequently analysed. Findings are provided in Section 4.1.2.

#### 4.1.2 Analysis of delivery survey data

In the two week period, information about 116 deliveries/collections was recorded as shown in Table 4.1 below.

**Table 4.1: Type of activity at the site**

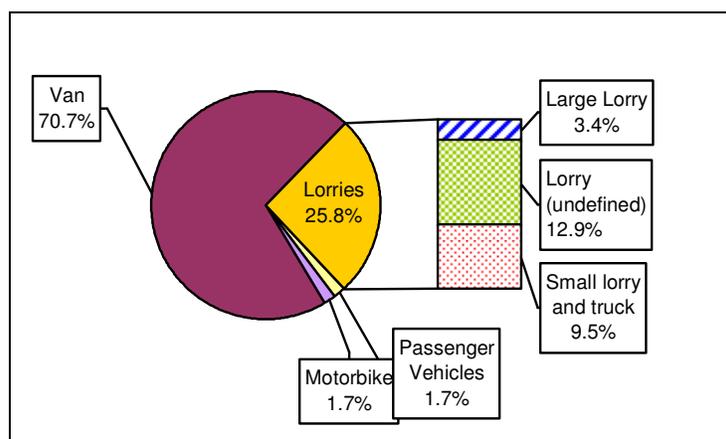
Type of Activity	Frequency	Percent
Delivery only	89	76.7
Collection Only	7	6.0
Delivery and Collection	2	1.7
Workman	11	9.5
Unclear	7	6.0
<b>Total</b>	<b>116</b>	<b>100.0</b>

Of all the activity at the site in the two week period, 76.7% was associated with vehicles making deliveries only, 6% was associated with vehicles making collections only and 1.7%

was vehicles both making deliveries and collecting goods. 9.5% of vehicle movements were associated with workman, repair men or contractors. For 6% of vehicle movements, the type of activity was unclear, although 5 of these vehicle movements were associated with parcels and 2 were associated with towels and plants.

As shown in Figure 4.1, the majority of deliveries/collections (70.7%) made to the site are made by vans or small vans. The second most commonly used vehicle for deliveries/collections is lorry (25.8%), with approximately 3.4% by large lorry, 12.9% by lorry (undefined) and 9.5% by small lorry and truck. 1.7% of deliveries/collections are each made by motorbike and passenger vehicles (cars and cabs). There were no recorded deliveries or collections by bicycle.

**Figure 4.1: Vehicle types for deliveries to / collections from Bromley Civic Centre**



As shown by Table 4.2, where larger vehicles were used, these were mainly for deliveries, accounting for 77% of all activity by larger vehicles (small lorry and truck, lorry and large lorry). 10% of larger vehicle activity was for collection, 7% for both delivery and collection and 6% unclear. No workman/contractors activity was associated with the use of larger vehicles.

**Table 4.2: Type of activity by type of vehicle**

Type of Activity		Vehicle Type			Total
		Small Lorry and Truck	Lorry	Large Lorry	
Delivery Only	Freq	8	11	4	23.00
	%	26.67%	36.67%	13.33%	76.67%
Collection Only	Freq	1	2	0	3.00
	%	3.33%	6.67%	0.00%	10.00%
Delivery and Collection	Freq	2	0	0	2.00
	%	6.67%	0.00%	0.00%	6.67%
Workman	Freq	0	0	0	0.00
	%	0.00%	0.00%	0.00%	0.00%
Unclear	Freq	0.00	2.00	0	2.00
	%	0.00%	6.67%	0.00%	6.67%
Total	Freq	11.00	15.00	4.00	30.00
	%	36.67%	50.00%	13.33%	100.00%

When vehicles come on site, if the delivery or servicing vehicle needs to stay on site for an extended period of time, Gatehouse staff are informed of this and this was recorded on the data sheets as 'extended parking required'. Suppliers such as English Landscapes and workmen arriving on site are likely to require extended parking on site. Of the 116 deliveries/collections, only 16 of these required extended parking as shown in Table 4.3.

**Table 4.3: Extended parking requirement**

Extended Parking Required	Frequency	Percent
No	100	86%
Yes	16	14%
<b>Total</b>	<b>116</b>	<b>100.00%</b>

As shown by Table 4.4, the majority of the vehicles (94%) making deliveries/collections used the car park close to the St Blaise building, with only 6% of vehicles directed to the Courtyard to park.

**Table 4.4: Extended parking requirement by location**

Parking Zone Granted	Frequency	Percent
Courtyard	7	6%
St Blaise	109	94%
<b>Total</b>	<b>116</b>	<b>100.00%</b>

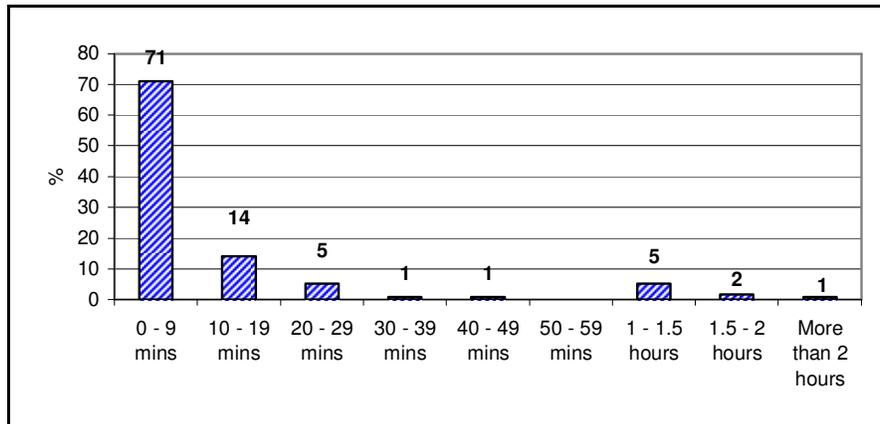
As shown by Figure 4.5, the majority of the deliveries/collections (92%) only required access to one of the buildings on site, with only 8% of deliveries/collections requiring access to multiple buildings.

**Table 4.5: Multiple Building Access Required**

Multiple Building Access Required	Frequency	Percent
No	107	92%
Yes	9	8%
<b>Total</b>	<b>116</b>	<b>100.00%</b>

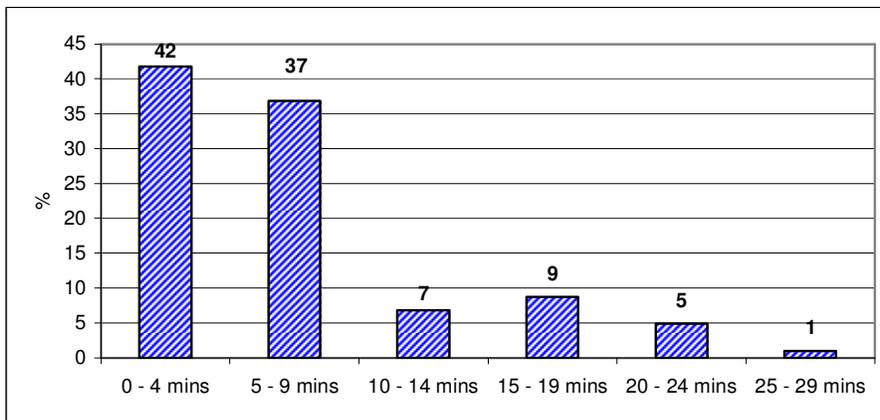
The amount of time spent on site by the deliveries/collection vehicles was recorded for 114 activities and the findings are shown in Figure 4.2 below. Of these, only 8% spent more than an hour on site, with 3% of deliveries/collections requiring vehicle access for more than an hour and half. The majority of deliveries/collection vehicles (71%) spent between 0 – 9 minutes on site and 14% spent 10 – 19 minutes on site. Deliveries/collections spending less than 30 minutes on site are further broken down in Figure 3.3.

**Figure 4.2: Approximate time spent on site**



As shown in Figure 4.3, where delivery/collection vehicles spent less than 30 minutes on site, 42% of these spent less than 5 minutes, with 37% spending more than 5 minutes but less than 10 minutes on site.

**Figure 4.3: Approximate time spent on site (under 30 minutes)**



As shown by Table 4.6, of those vehicles that spent more than 1 hour on site, 67% were workman/contractors, with 22% being deliveries and 11% unclear. The 2 deliveries that spent more than 1 hour on site were by Office Depot and Office Furniture.

**Table 4.6: Type of activity where vehicles spent more than 60 minutes on site**

Type of Activity	Time On Site			Total	
		60 - 90	91 - 120		120+
Delivery Only	Freq	2	0	0	2.00
	%	22.22%	0	0	22.22%
Collection Only	Freq	0	0	0	0.00
	%	0	0	0	0.00%
Delivery and Collection	Freq	0	0	0	0.00
	%	0	0	0	0.00%
Workman	Freq	3	2	1	6.00
	%	33.33%	22.22%	11.11%	66.66%
Unclear	Freq	1.00	0.00	0.00	1.00
	%	11.11%	0	0	11.11%
<b>Total</b>	Freq	6.00	2.00	1.00	9.00
	%	66.66%	22.22%	11.11%	99.99%

During the delivery surveys, the nature of the deliveries/collections was recorded and the breakdown is shown in Table 4.7. As shown, the majority of deliveries/collections (49%) were for parcels, with post collections and deliveries the second most common (13%).

**Table 4.7: Nature of Deliveries/Collections**

<b>Nature of Delivery / servicing activity</b>	<b>Frequency</b>	<b>Percent</b>
Parcel/Parcels	57	49.1
Final Collection, First Delivery, Mail, Post Pick Up Post and Post	15	13.0
Repair/Workmen	5	4.3
Contractor	3	2.6
Courier	3	2.6
Furniture	3	2.6
Package	3	2.6
Pick up	3	2.6
Towels	3	2.6
Boxes	2	1.7
Paper	2	1.7
Printers	2	1.7
Water	2	1.7
Catering	1	.9
Cleaning	1	.9
Computers	1	.9
Flowers	1	.9
Gardening	1	.9
Glaziers	1	.9
Milk	1	.9
Parking Tickets	1	.9
Plants	1	.9
Proof	1	.9
Soap	1	.9
Stationery	1	.9
Vermin	1	.9
	<b>116</b>	<b>100</b>

A complete list of the supplier/deliverer, nature of delivery and frequency of occurrence during the 2 week survey period is included in Table 4.8. As shown in the table, deliveries/collections were carried out by 53 different companies. It is interesting to note that during this 2 week period there were a number of occasions where there was more than one supplier used for a particular product; for example:

- There were 2 different water suppliers – Waterline and Gilligants
- There were 3 different companies delivering paper and stationery - Office Depot, the Delivery Company, and Niceday.
- There were 2 different furniture suppliers (Office Furniture and Quay Office)
- There were 2 different flower/plant suppliers (Interflora and Greenleaf)
- There were 3 different towel suppliers (Albany, Initial and Rentokil)

**Table 4.8: Nature of deliveries and names of suppliers**

	<b>Name of Supplier or Deliverer</b>	<b>Nature of Deliveries/Collections</b>	<b>Freq.</b>	<b>%</b>
1	DHL	Courier, Parcel/Parcels, Paper	14	12.1%
2	Royal Mail (also recorded as G.P.O)	First Delivery, Final Collection, Mail, Post and Post Delivery	14	12.1%
3	City Link	Parcel/Parcels	12	10.3%
4	UPS	Parcel/Parcels	7	6.0%
5	T & C Printers	Printers, Parcels	6	5.2%
6	Parcel Force	Parcel/Parcels	4	3.4%
7	TNT	Parcel/Parcels	4	3.4%
8	Fed Ex	Parcels	3	2.6%
9	Omspine	Contractor	2	1.7%
10	Office Furniture	Furniture	2	1.7%
11	English Landscapes	Gardening, Parcel	2	1.7%
12	Catford Courier	Package, Pick Up Post	2	1.7%
13	Business Post	Parcel/Parcels	2	1.7%
14	E.P.S	Repair/Repairs	2	1.7%
15	EPS	Workman	2	1.7%
16	Rod Hart Couriers	Boxes	1	0.9%
17	Pack by Truck	Catering	1	0.9%
18	Blue Pearle	Cleaning	1	0.9%
19	C. Salvesen	Computers	1	0.9%
20	EDT	Contractor	1	0.9%
21	Post haste	Courier	1	0.9%
22	Interflora	Flowers	1	0.9%
23	Quay Office	Furniture	1	0.9%
24	Window Express	Glaziers	1	0.9%
25	Sainsbury	Milk	1	0.9%
26	Bexley Courier	Package	1	0.9%
27	The Delivery Co.	Paper	1	0.9%
28	Amtrax	Parcel	1	0.9%
29	Bromley Brush	Parcel	1	0.9%
30	DPD	Parcel	1	0.9%
31	EPD	Parcel	1	0.9%
32	Europak	Parcel	1	0.9%
33	Formar	Parcel	1	0.9%
34	Invictor Courier	Parcel	1	0.9%
35	Niceday	Parcel	1	0.9%
36	Private	Parcel	1	0.9%
37	C.P.D	Parcels	1	0.9%
38	Inter Link	Parcels	1	0.9%
39	KCS	Parcels	1	0.9%
40	Davies Turner	Parking Tickets	1	0.9%
41	Metro cab	Pick Up	1	0.9%
42	Bromley courier	Pick up post	1	0.9%
43	Greenleaf	Plants	1	0.9%
44	B.T	Repair	1	0.9%
45	N H L	Soap	1	0.9%
46	Office Depot	Stationery	1	0.9%
47	Albany	Towels	1	0.9%

	Name of Supplier or Deliverer	Nature of Deliveries/Collections	Freq.	%
48	Initial	Towels	1	0.9%
49	Rentokil	Towels	1	0.9%
50	Safeguard	Vermin	1	0.9%
51	Gilligants	Water	1	0.9%
52	Waterline	Water	1	0.9%
53	T & C Roofers	Workman	1	0.9%
	<b>Total</b>		<b>116</b>	<b>100.0%</b>

During the survey period, on a number of occasions, suppliers such as Royal Mail and courier companies made multiple deliveries to the site on the same day. T&C Printers were the only other Supplier/Deliverer recorded making multiple deliveries to the site on the same day.

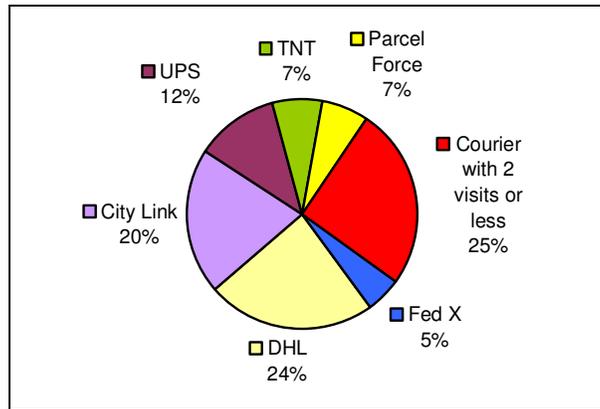
### Courier Activity

Couriers accounted for over 50% of delivery/collection activities, with the site being served by 19 different couriers during the 2 week period, as shown in Table 4.9. DHL, City Link and UPS account for over half of the delivery and collection activities carried out by the courier companies (24% by DHL, 20% by City Link and 12% by UPS) as illustrated in Figure 4.4.

**Table 4.9: Courier activity**

No.	Name of Courier	Frequency	Percentage
1	DHL	14	24
2	City Link	12	20
3	UPS	7	12
4	Parcel Force	4	7
5	TNT	4	7
6	Fed Ex	3	5
7	Business Post	2	3
8	Catford Courier	2	3
9	Amtrax	1	2
10	Bexley Courier	1	2
11	Bromley Courier	1	2
12	C.P.D	1	2
13	DPD	1	2
14	Europak	1	2
15	Inter Link	1	2
16	Invictor Courier	1	2
17	KCS	1	2
18	Post haste	1	2
19	Rod Hart Couriers	1	2
	<b>Total</b>	<b>59</b>	<b>103</b>

**Figure 4.4: Highest frequency couriers**

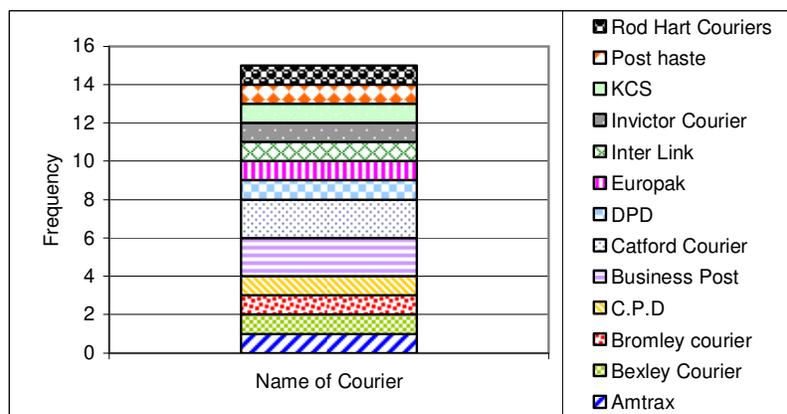


During the surveying period a number of couriers made multiple deliveries/collections to/from the site on the same day, as detailed below:

- Catford Couriers - made two deliveries/collections on one day (03/10/08)
- City Link - made two deliveries/collections on three days (19/09/08, 22/09/08 and 03/10/08)
- DHL - made three deliveries/collections on two days (22/09/08 and 24/09/08) and two deliveries/collections on three days (23/09/08, 26/09/08 and 30/09/08)

At the other end of the scale, there were also some courier companies delivering to / collecting from the site on only 2 occasions or less during the surveying period. 13 courier companies, accounting for 25% of courier activity fall into this category of 'low frequency couriers' and these are shown in Figure 4.5.

**Figure 4.5: Lowest Frequency Couriers**



During the two week surveying period, courier activity accounted for 59 deliveries/collections. Therefore, a logical recommendation would be to rationalise the number of courier trips made to the Bromley Civic Centre site. However, as shown in Table 4.10, the vast majority of these trips were actually deliveries to the site (86%) rather than collections from the site (3%). Bromley Council doesn't have control over the courier companies selected for deliveries to the site, so there is limited potential for rationalising the number of courier trips made to the site, except to liaise with the local depots to see if scheduling could be improved.

**Table 4.10: Nature of the activity for couriers**

	Frequency	%
Delivery only	51	86
Collection Only	3	5
Delivery and Collection	0	0
Workman	0	0
Unclear	5	9
<b>Total</b>	<b>59</b>	<b>100</b>

#### 4.1.3 Summary of delivery survey data analysis

The findings of the delivery survey data analysis are summarised below.

- The majority of vehicle movements (76.7%) were associated with deliveries rather than collections.
- The majority of deliveries/collections to the site are made by van (72%) with the second most commonly used vehicle being lorry (24.14%).
- The majority of vehicles requiring on site parking (94%) used the car park close to the St Blaise building.
- The majority of the vehicles only required access to one of the buildings on site with only 8% of vehicles requiring access to multiple buildings.
- 90% of deliveries/collections take less than 30 minutes and of these, 79% take less than 10 minutes.
- The majority of deliveries and collections were for parcels (49%), with post collections and deliveries being the second most common type of delivery / collection (12%).
- During the two week period, 53 different companies carried out the deliveries to / collections from the site. There were a number of occasions where there was more than one supplier used for a particular product (e.g.: water, paper and stationery, furniture and flowers)
- Couriers accounted for over 50% of delivery / collection activities during the survey period. There were 19 different courier companies recorded, but DHL, City Link and UPS accounted for over half of these courier deliveries and collections. 86% of these trips were deliveries to the site (86%) rather than collections from the site (3%).
- Some companies visited the site more than once during a day, with one company visiting the site on 3 separate occasions (DHL).

## **4.2 Procurement**

Procurement at Bromley Council is not currently dealt with centrally. The Council uses an electronic ordering system (i-Proc) and each department is responsible for ordering their own supplies. Susan Haynes of Procurement at Bromley Council provided a report showing the number of orders placed against the purchasing categories by staff for the period April to October 2008 (i-Proc TfL Category Usage Summary April to Oct 2008.xls).

This report is useful in providing a snapshot of procurement activity but it has to be taken as approximate, firstly because the data relies on staff members selecting the correct category and there are small departments within the council that have not been i-Proc enabled. In addition, the data set for October 2008 is incomplete.

The “i-Proc TfL Category Report” uses 55 primary category codes, against which 169 secondary categories are available (Table 4.11). There can be just 1 secondary category (as in the case of Architects) available for a primary category, or there can be any number up to a maximum of 15 secondary categories (as in the case of Facilities and Management Services and ICT). The number of secondary categories that each primary category has is shown in Table 4.12.

**Table 4.11: Example of primary and secondary categories**

<b>Category level 1</b>	<b>Category level 2</b>
Accommodation	GENERAL
Advertising	Promotional
Advertising	Recruitment
Advertising	Statutory
Architects	GENERAL

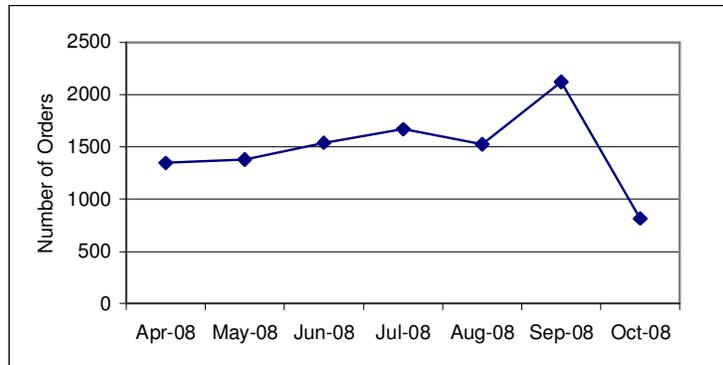
**Table 4.12: Number of secondary categories in each primary category**

<b>Primary Category</b>	<b>No. of Secondary Categories</b>
Accommodation	1
Advertising	3
Architects	1
Building Construction	6
Business	1
Catering	8
Cemetery and Crematorium	2
Cleaning Materials	2
Cleaning and Janitorial	7
Clothing	5
Construction	2
Construction Materials and Services	1
Domestic Goods	2
Education	1
Education Supplies	8
Facilities and Management Services	15
Financial	1
Financial Services	8
Forensics and Laboratory	1
Fuel	1
Furniture	3
Health and Safety	4
Healthcare	1
Highways Equipment and Materials	1
Housing	1
Human Resources	6
ICT	15
IT	4
Land Protections	1
Legal	1
Legal Services	1
Leisure Services	1
Mail Services	2
Management	1
Medical	1
Monitoring	1
Open Spaces (e.g. grounds)	3
Pest Control	1
Procurement	1
Quality Management	1
Repair and Maintenance Equipment	3
Security	5
Sports/Playground Equipment and Maintenance	1
Stationery	3
Strategic Planning	1
Supplies	3
Technical Equipment	3
Technical and Feasibility	1
Temporary/Agency Staff	6
Testing and Inspection	1
Transport	5
Tree Management	1
Utilities	4
Vehicles	1
Waste Management	5

**4.2.1 Analysis of i-Proc TfL category usage data**

Data was provided for the 7 month period from April 2008 to October 2008. During this period, a total of 10,394 orders were placed by Bromley Council staff through the i-Proc system. Figure 4.6 shows the number of orders placed each month and illustrates that the maximum numbers of orders placed in the survey period was during September, at 2122. The fewest orders were placed during the month of April, with 1345.

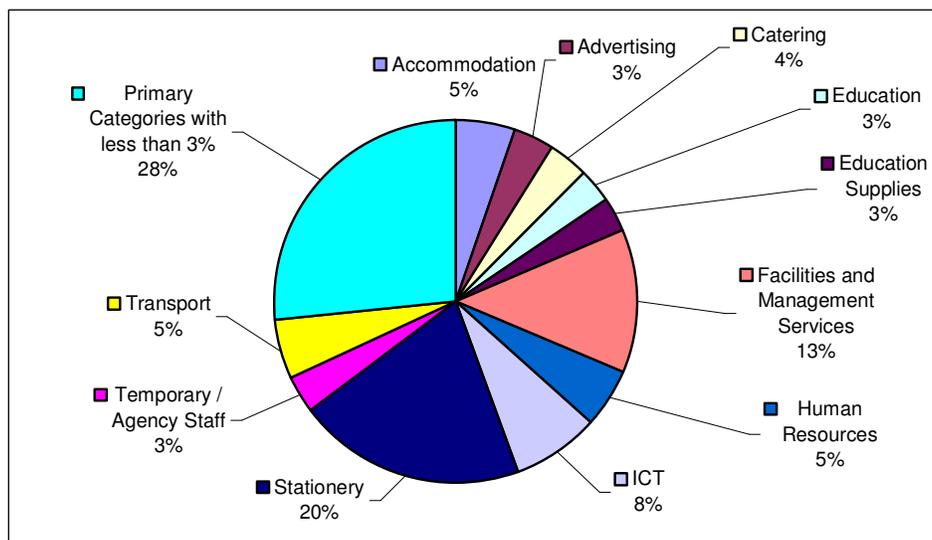
**Figure 4.6: Number of orders placed per month (April – October 2008)**



As shown by Figure 4.7, 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.

It appears that there are many departments placing only a few orders. As shown by Figure 4.7, there were many primary categories which represented fewer than 3% of overall orders and collectively they accounted for 28%.

**Figure 4.7: Proportion of the total number of order by Primary Categories (April – October 2008)**



Some of the categories which had the lowest number of orders placed against them included cemetery and crematorium, construction and materials services, financial, fuel, healthcare legal, leisure services, quality management and technical and feasibility, all of which had fewer than 15 orders placed with them between April and October 2008.

## 5 RECOMMENDATIONS

Below are recommendations based on the analysis of the delivery survey data, procurement data and review of policy documents.

### 5.1.1 Deliveries

- **Consolidating suppliers** - During the two week period, there were a number of occasions where there was more than one supplier used for a particular product (e.g.: water, paper and stationery, furniture and flowers). It is recommended that departments are encouraged to consolidate orders and use one supplier where practical. (e.g. Office Depot or the delivery company for paper and stationery orders). It is understood that since the delivery surveys were undertaken, a proposal has been submitted to relinquish all bottled water contracts, which would have an impact on delivery patterns.
- **Consolidating deliveries** – suppliers that deliver more than once a week (particularly stationery suppliers) could be encouraged (where practical) to consolidate deliveries. Stationery suppliers could be targeted at first due to the non-essential nature of the goods. This was previously trialled in Croydon through the main office stationery supplier; Office Depot. Whilst the previous trial in Croydon found that due to service users' expectations of a 'next day' stationery delivery service, it was not possible to consolidate stationery deliveries significantly, it is understood that in order to reduce costs, a 'cap' has now been introduced on the number of stationery orders made by Croydon Council staff.

### 5.1.2 Data Collection

#### Survey duration

Whilst the data collected is useful in providing a snap shot of the nature of deliveries/collections at the site, the data was only collected for a period of 2 weeks. It is therefore recommended that a longer surveying period is used in the future to try to gather further information surrounding deliveries/collections.

It is understood that Bromley Council uses four different suppliers of bottled water and that there are often two or more Office Depot deliveries per day. However during the survey period, only 2 bottled water deliveries and 2 paper/stationery deliveries were observed. In order to support this, the survey duration would need to be extended.

#### Data recording sheet

As part of the manual delivery surveys, staff were required to record the type of delivery activity by vehicle type. For 6% of activities, the activity (collection only / delivery only / delivery & collection) was recorded as being unclear. However in the data recording sheet, it is not possible to record the time spent on site for activities where the journey purpose is not clear. This results in repetition of data where in a number of cases, the time on site is entered into multiple columns as illustrated in Table 5.1.

**Table 5.1: Sample of the existing data sheet with some of the data inputted**

Approximate time on site	Drop off only	Approximate time on site	Collection only	Approximate time on site
<b>Template used</b>				
3 hrs	n/a	n/a	n/a	n/a
n/a	Yes	10 mins	n/a	n/a
n/a	n/a	n/a	Yes	10 mins
<b>Actual data</b>				
<b>15 mins</b>	<b>No</b>	<b>15 mins</b>	<b>n/a</b>	<b>15 mins</b>
5 mins	Yes	5 mins	n/a	5 mins
5 mins	Yes	5 mins	n/a	5 mins

For future survey work, it is recommended that the data recording sheet is amended as illustrated below. It is recommended that there be just three columns;

- one column for nature of activity with a coding system e.g. 1 = Drop-Off Only, 2 = Collection Only, 3 = Drop Off and Collection, 4 = Repair/Contractor, 5 = Other, 6 = Unknown,
- one column to allow for comments if other,
- and a third column for the approximate time on site, as in Table 5.2.

**Table 5.2: Recommended change to data sheet with fictionalised data**

Nature of activity	Comments if other	Approximate time on site
1	-	15 mins
3	-	10 mins
5	Window Repair	2 hours

### Vehicle Classification system

As part of the manual delivery surveys, staff were required to record the type of delivery vehicle. For future surveys, from a methodology and transferability point of view, it would be useful to standardise the vehicle type categories. A possible approach is to use the TRAVL standard, which is attached as Annex D. Similarly, it would be useful to standardise the category for 'nature of the delivery'.

### Courier activity

Couriers accounted for over 50% of delivery / collection activities during the survey period; however with most couriers it is not possible to identify the contents of the parcel or the supplier of the goods from observation only. This level of detail would be useful in assessing the potential for rationalisation of courier deliveries. For example, if the majority of courier activity was related to the delivery of tenders, it may be possible to investigate using an online tendering system instead of requiring hard copy tenders. This was trialled as part of the survey work in Croydon; where feasible, the surveyors asked the delivery driver to identify the supplier and content of the parcel. However it was found that the majority of courier drivers did not know the contents of the parcels they were delivering. However, as 79% of courier activity is associated with deliveries to the site, rather than collection from the site, the council would have limited control of this process.

It was noted that a number of companies made multiple trips in one day. Royal Mail has to make an initial drop off in the morning and final collection later in the day, however for the

other companies, it would be beneficial to liaise with the companies concerned to see if it would be possible to consolidate deliveries/collections so that only one vehicle trip to the site would be needed.

For future survey work, it would also be useful to be able to determine the number of boxes and parcels being delivered and or collected to investigate whether a different vehicle type could be used.

### 5.1.3 Procurement

20% of orders placed through the Bromley Council iPROC system were for stationery and 13% of orders were for Facilities Management and services. 8% of orders were for ICT, 5% were for Human Resources, 5% for transport and 5% for accommodation. It should be noted that these figures represent the total number of orders rather than the order value which is more useful when assessing the potential impact on delivery vehicle movements. As 20% of all orders are for stationery, the DSP for Bromley Council should focus on stationery ordering and suppliers initially.

Whilst it is acknowledged that the i-Proc report is useful in providing a snapshot of procurement by Bromley, the data does not provide any indication of:

- how many users placed the orders (if it is a case of one particular person over-ordering of certain supplies)
- which departments placed the orders
- how many different suppliers the orders were placed with
- how large the orders were in size (important for delivery impacts)

It is recommended that procurement at Bromley Council be investigated to gather further information for example information regarding the number of users placing orders, which departments placed most orders, the numbers of suppliers used for various goods and the size / volume of orders. Potential consolidated ordering between departments should also be reviewed. It is understood that existing procurement policy requires an environmental statement to be provided as part of all capital purchases. Procurement contracts could be restructured to encourage the use of suppliers using environmentally friendly modes of transport.

## 6 LESSONS LEARNED

The preliminary lessons learned from the DSP Scoping Study in Bromley relate to; organisational factors & integration with other policies, delivery survey techniques and gathering of procurement data. More detail about each of the lessons learned is included below.

### 6.1 Organisational factors and integration with other policies

Due to the different organisational structures at the Borough Councils, there are differing views as to where responsibility for a DSP should rest within each organisation. In Bromley, responsibility for the DSP Scoping Study was with the Transport Strategy and Facilities Management departments. The view of Bromley Council is that a Bromley Council DSP should stand alone and should not be incorporated into the Environmental Policy or Council Travel Plan. Whereas at the other two Boroughs involved in the DSP Scoping Study; London Borough of Sutton and Croydon Council, there are different views as to how the DSP should be integrated into existing policies and structures. For example, at the London Borough of Sutton, the main point of contact for the project has been the co-ordinator of Sutton's EMAS team, who has cross-Borough responsibility for initiatives such as DSPs which are primarily viewed as having an environmental focus. At Croydon Council, the emerging Croydon Transport Strategy acknowledges the potential that DSPs have to improve operational efficiency by reducing delivery and servicing impacts to premises. It then goes on to note that "DSPs will eventually be integrated in to the Travel Plan process and would be monitored in the same way." This reflects emerging thinking around how DSPs could be rolled out to the wider institutional community, but is presumably also indicative of how Croydon Council perceive their own DSP developing.

### 6.2 Delivery Survey techniques

As part of the DSP Scoping Study, delivery data was collected – by Bromley Council staff and by TTR staff for Croydon Council. Data collection is currently underway by Ecolocal and Sutton. A data collection sheet was developed to gather data for Bromley Council and a number of lessons learned were identified regarding delivery survey data collection as outlined below.

The original data collection sheet was drafted and used by Bromley Council staff to gather data on deliveries to Bromley Council. After analysing the data gathered by Bromley Council, TTR then modified the sheet to improve the quality of information collected, and a revised version was subsequently used when surveying delivery activity at Croydon Council. These modifications are summarised below:

- 5 columns were originally used to indicate the approximate amount of time spent on site and to indicate if the activity was delivery or collection only (Table 6.1). The data entered in this sheet indicated that there was some confusion surrounding the column headings. Therefore, these five columns were removed.

**Table 6.1: Columns removed from the original data sheet**

Approximate Time on Site	Drop Off Only	Approx Time on Site	Collection Only	Approx Time on Site
3 hrs	n/a	n/a	n/a	n/a
n/a	Yes	10 mins	n/a	n/a
n/a	n/a	n/a	Yes	10 mins

- Instead, an additional column was added which indicated the purpose of activity, whether it be delivery, collection, delivery and collection, repair/workmen/contractor or other, with a numbering system.
- The time column was renamed to ‘arrival time’ and a column was added for ‘departure time’. This allowed for time on site to be calculated during the data analysis.
- A column was added to reveal the number of items that were delivered/collected, which was recorded by the surveyors.

TTR staff conducted the delivery surveys at Croydon Council and in order to obtain more information, they asked questions of delivery drivers to ascertain the contents of boxes, parcels and packets, and if possible, who was the supplier of the contents. Whilst this was useful, it should be noted that in the majority of cases it was unknown who the supplier was and that the majority of couriers had very little time available to stop and answer questions such as these.

**Vehicle Classification system** - The delivery data gathered by Bromley Council was analysed by TTR. During the analysis it became apparent that in future surveys, the use of a vehicle classification system would make the data easier to analyse. Therefore, a standardised vehicle type categorisation was used for the similar delivery surveys conducted in Croydon. This was based on the TRAVL standard, but included a further category of 2 Axle Rigid up to 7.5 tonnes with a long wheel base. A copy of the standard used is included as Annex D.

**Nature of deliveries** - The delivery data gathered by Bromley Council was analysed by TTR. Based on the analysis, it is recommended that, in future surveys, a standard is used to define the nature of deliveries. A suggested system, from the TRAVL standard is included as Annex E.

Whilst the data collected as part of this study is useful in providing a snapshot of the nature of deliveries/collections for the Borough Councils, the data was only collected for a short period of time. It is therefore recommended that a longer surveying period is used in the future to try to gather information surrounding deliveries/collections. For example, whilst it is understood that Bromley Council has four different suppliers of bottled water, only two bottled water deliveries were observed in the survey period. Therefore, further surveying work over a longer period to time would be needed to illustrate this.

It was noted that a number of companies made multiple trips to the surveying sites on the same day. With respect to this, it would be beneficial to liaise with companies making multiple visits to the same site on the same day to investigate whether it would be possible to group deliveries/collections so that only one vehicle trip to the site would be needed. The current arrangement may reflect the level of service provision offered by the service provider in order to win the contract – a guarantee of same day delivery may be regarded as a sign of responsiveness in the award of a contract, but has inevitable consequences for transport if implemented within a devolved purchasing system. Changes to such an arrangement would necessitate changes to working practices within the organisation in terms of ordering, storage etc.

## 6.3 Procurement data

At Bromley Council, procurement is not currently dealt with centrally. Bromley Council uses an electronic ordering system (i-Proc) which can be used by all departments to place orders. However, at Croydon Council, Interserve oversees procurement of stationery through Office Depot and at Sutton Council, only some contracts are managed centrally, notably stationery, photocopiers and printing.

### I-Proc

I-Proc is an electronic ordering and procurement system used by London Borough Councils and is useful in providing a snapshot of procurement within Boroughs where there is not a central procurement team or policy in place. An extract from i-Proc was provided by Bromley Council as part of the DSP Scoping Study. Following the analysis of the data, TTR identified some limitations of the system which are outlined below.

The i-Proc reports are approximate because:

- I-Proc relies on staff members selecting the correct category
- there are small departments within the council that have not been i-Proc enabled, so the data is not representative of the entire Council

Additionally, the data does not provide any indication of:

- how many users placed the orders (if it is a case of one particular person over-ordering of certain supplies)
- which departments placed the orders
- how many different suppliers the orders were placed with
- how large the orders were in size

## 7 PATHWAY TO IMPLEMENTATION

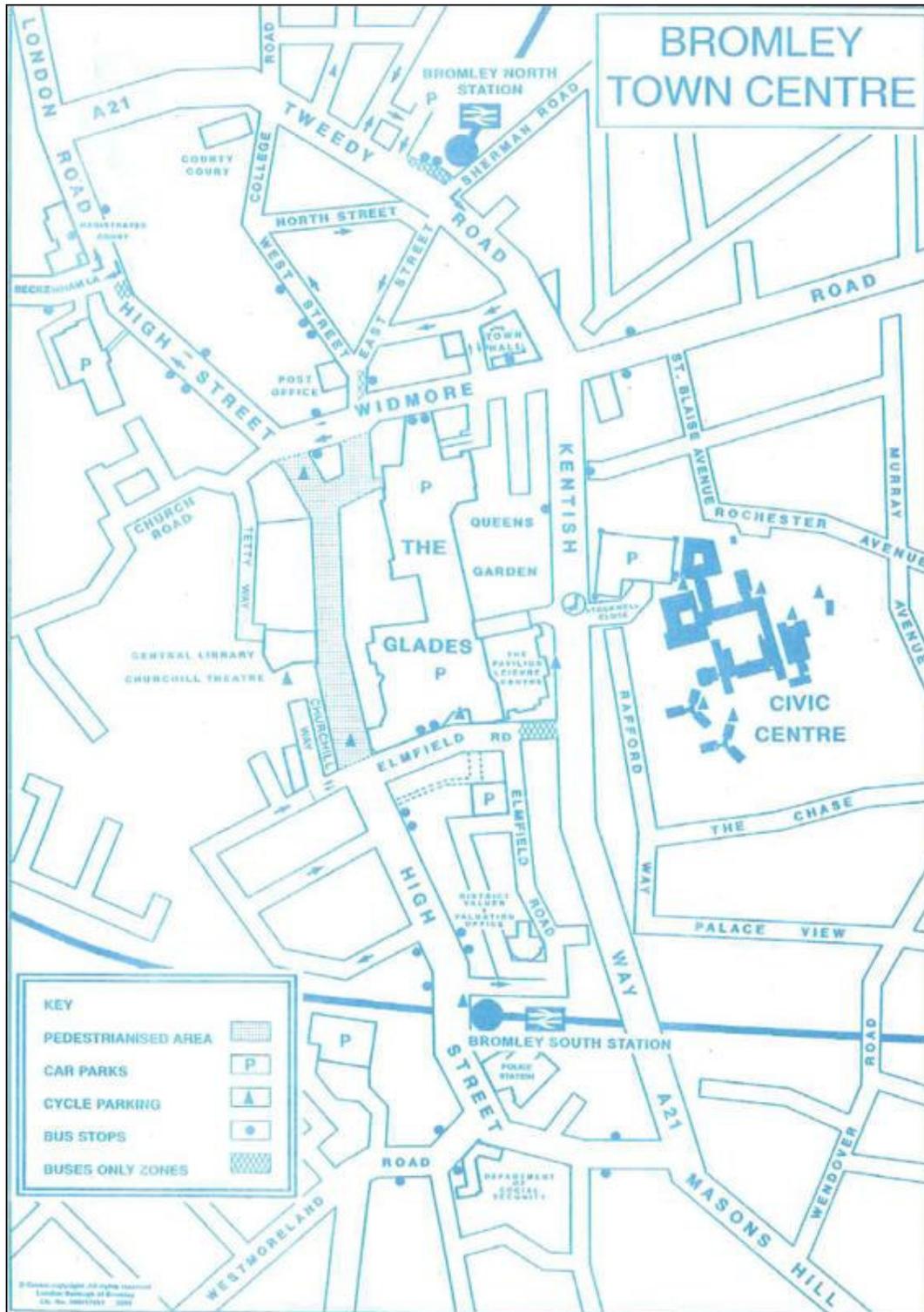
At the progress meeting with Bromley Council in January it was agreed that it would be more appropriate to develop a set of delivery guidelines for use by Bromley Council departments rather than a formal Delivery & Servicing Plan. The guidelines would be developed in line with a Delivery & Servicing Plan concept.

If further funding were to be made available, the pathway to developing a Delivery & Servicing Plan concept for Bromley Council should include the following:

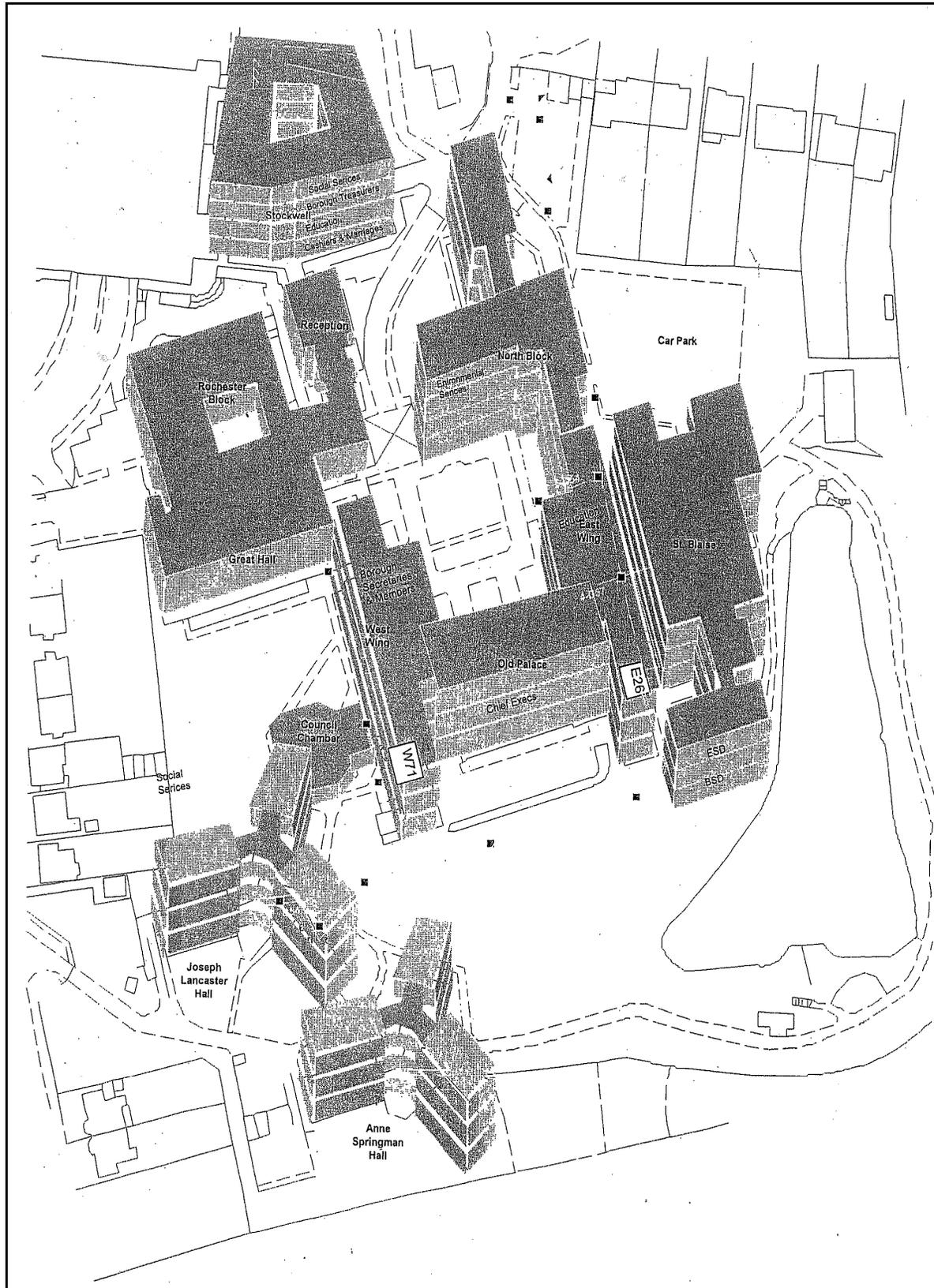
- **Development of a business case** – The view of Bromley Council is that developing a Delivery & Servicing Plan concept for Bromley Council would be more effective if it was presented as a way of improving efficiency rather than a way of supporting the ‘green agenda’. The development of a business case for the DSP concept would support this and could be developed through further research with Council departments. This would demonstrate the potential cost savings, environmental benefits and efficiency benefits of the DSP concept.
- **Knowledge sharing and dissemination** – In order to share the good practice developed by Bromley Council, a case study or good practice guide should be developed at the end of the project. In order to promote the good work done by the Council, information about the DSP concept should also be made available on the Council website. This information could be shared with other Councils and also shared with businesses in Bromley to encourage the adoption of the DSP concept across the Borough.
- **Integration with existing policies** – The view of Bromley Council is that guidelines developed as part of a Bromley Council DSP concept would be more effective if they were to stand alone. However, there are clear synergies between the DSP concept and the Bromley Council Carbon Management Programme targets and the Council Travel Plan. Therefore it is recommended that the DSP concept stands alone but that there are links between the DSP concept and the Carbon Management Programme and Council Travel Plan.
- **Meeting of key players** – to ensure that the relevant departments fully understand the benefits of the DSP concept and are all supportive of the process, it is recommended that a meeting be held with senior level representatives from the following departments; Procurement, Facilities Management, Environment and Transport Strategy. It would also be useful to meet with key suppliers such as Office Depot to explore delivery scheduling and the likelihood of cost savings being passed on to the Council.
- **Use of alternative modes of transport for deliveries** - There may be an opportunity to investigate promoting the use of bikes or electric vehicles for deliveries to the site. This would require further investigation to establish which local companies are able to provide this service and to identify the potential cost implications.
- **Identification of a DSP Champion** – Senior-level support for the concept from across sectors – for Bromley Council, the main support for the project has been from the Transport Strategy and Facilities Management departments, however clear links with procurement have also been identified. Therefore it is recommended that the development of the DSP concept is lead by the Transport Strategy, Facilities Management or Procurement Department.

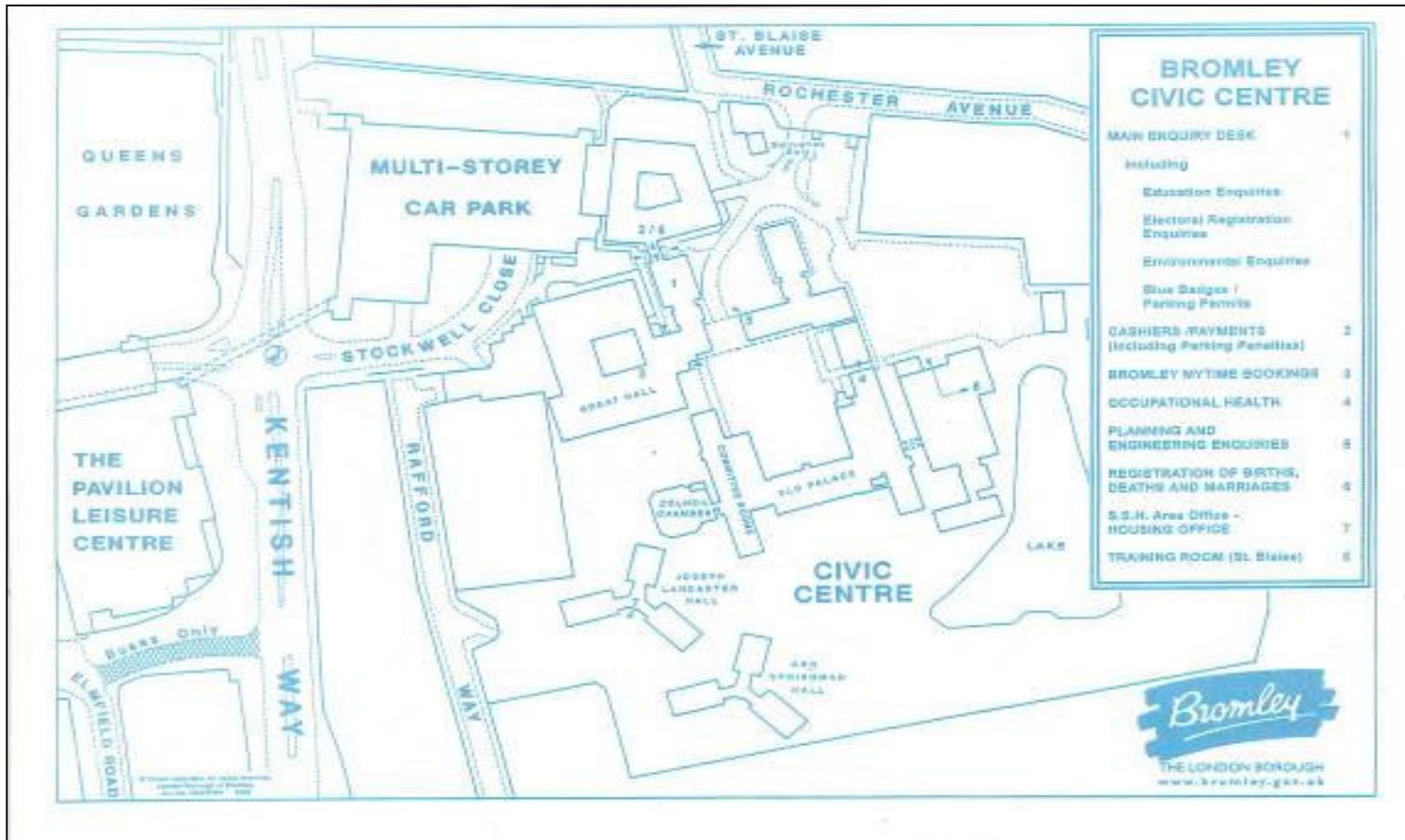
- **Staff Resources** – the development of the DSP concept would require an identified staff resource from within Bromley Council. It is recommended that an existing staff member from the Transport Strategy, Facilities Management, Procurement or Environment team is given responsibility for coordinating the development of the DSP concept alongside their other duties.
- **Integration with existing networks / wider policies and use of existing resources** – e.g. the Mayor’s Green Procurement Code, which is a free support service for London-based organisations committed to reducing their environmental impact through responsible purchasing. The programme provides practical advice and online resources to help embed green purchasing into all aspects of an organisation, including sourcing green products. The expansion of Council procurement procedures to include reference to suppliers’ transport practices and specification of the use of FORS-registered companies is another example of how to build the wider policy agenda into the DSP as it develops. In addition, the Bromley Council DSP would need to be developed in parallel to the London-wide work commissioned by TfL to pursue the development of a framework for DSPs. This project is focussing initially on TfL and the GLA Group premises, followed by other public authority activities.

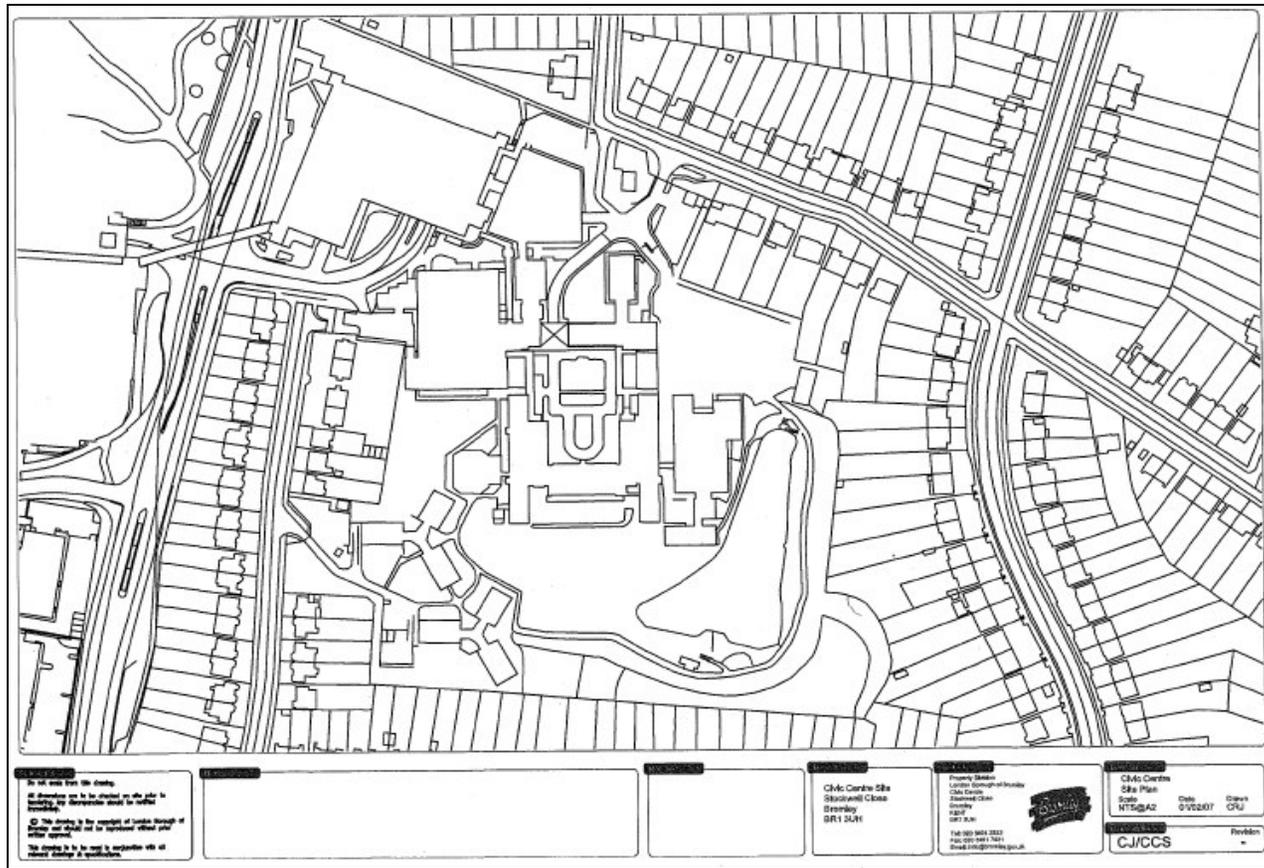
**ANNEX A - LOCATION MAPS OF BROMLEY COUNCIL OFFICES**



**ANNEX B – SITE PLANS OF BROMLEY COUNCIL OFFICES**







**ANNEX C - DELIVERY/COLLECTIONS SURVEYING FORM USED IN  
BROMLEY**

Date	Time	Name of Supplier/Deliverer	Nature of Delivery	Vehicle type	Extended Parking Required	Parking Zone Granted	Multiple Building Access Required	Approx Time on Site	Drop Off Only	Approx Time on Site	Collecti on Only	Approx Time on Site
Example	10.00	Water For Work	Bottled Water	Large Truck	Yes	Courtyard	Yes	3 hrs	n/a	n/a	n/a	n/a
Example	08.00	Royal Mail	First Delivery	Small Lorry	No	St Blaise	No	n/a	Yes	10 mins	n/a	n/a
Example	17.00	Royal Mail	Final Collection	Small Lorry	No	St Blaise	No	n/a	n/a	n/a	Yes	10 mins

**ANNEX D – MODIFIED VEHICLE CLASSIFICATION LIST**

Deliveries, Collection and Servicing Class List (Modified from TRAVL and New Malden)

Classification	Code as	Examples	Classification	Code as	Examples
Pedestrian	<b>P</b>		Bicycle	<b>B</b>	
Motorcycle	<b>MC</b>		Car	<b>C</b>	
Car Derived Van	<b>CV</b>				
Van	<b>V</b>				
2 axled Rigid up to 7.5 tonnes (long wheel bases)	<b>2Ra</b>				
2 axled Rigid 7.5 – 18 tonnes	<b>2Rb</b>				
3 axled Rigid 18 – 26 tonnes	<b>3R</b>				
4 axled Rigid 26 – 34 tonnes	<b>4R</b>				
Articulated Vehicles according to the number of axles	<b>3A, 4A, 5A, 6A</b>				

**ANNEX E – SUGGESTED NATURE OF DELIVERY AND  
COLLECTION CATEGORISATION STANDARD**



### Suggested nature of delivery and collection categorisation standard

GOODS DESCRIPTION OBSERVATIONS	
1	Envelopes
2	Packages
3	Boxes
4	Roll Cages
5	Crates
6	Pallets
7	Plastic Bottles
8	Refuse/Recycling Sacks
9	Dangerous/Hazardous Materials
10	Sack(s)
11	Tray (s)
12	Bins
99	Other (please comment)

DELIVERY/COLLECTION CATEGORY	
1	Alcohol
2	Catering/Food
3	Catering/Vending
4	CDs
5	Contractors/Builders
6	Courier
7	Document Storage
8	Electrical Items
9	Empty Crates
10	Furniture
11	Hazardous Materials
12	IT Servicing
13	Linen/Laundry
14	Mail
15	Newspapers
16	Services
17	Stationery
18	Toiletries
19	Water (bottled)
20	Other (please comment)