



QUALITY PARTNERSHIP

# Croydon Civic Redevelopment

## Sets New Standards in Construction Logistics

**The Construction Logistics Plan for the new Croydon Council Public Service Delivery Hub has been developed to set a new standard in managing the impact of this project on the local quality of life. Working with the main contractor (Sir Robert McAlpine Ltd) and its supply chain, the council is setting up a monitoring regime to measure the effectiveness of this new planning tool.**

### Introduction

Construction Logistics Plans (CLPs) are one of the key projects within the London Freight Plan, published by Transport for London (TfL) in October 2007. These key projects have subsequently been incorporated within the Mayor of London's Transport Strategy (2010). CLPs are now required as part of the planning approval process for all major developments within London.

Although outline guidance for Construction Logistics Planning has been available from TfL for some time, detailed guidance is still under development. Therefore projects such as this are pushing the boundaries of how CLPs might look and work in the future. Jaz Chani, TfL's manager for their CLP project stated:

**“The experience gained from flagship projects such as this have helped provide practical input that will be invaluable in developing our detailed CLP guidance.”**

Further work by TfL is also underway to incorporate the CLP elements into Material Logistics Plans (MLP) and Site Waste Management Plans (SWMP). The purpose of having a CLP is to reduce the number of deliveries made to a construction site and ensure that all delivery activity is well-managed, safe and legal. To achieve this, the best approach is via cooperation between client, contractor and supply chain in order to maximise efficiencies and provide greater project certainty.

### Developments in Croydon

Croydon Town Centre has been on the point of entering a process of wholesale regeneration for some time. Planning applications have now been approved for a number of sizeable construction projects that will transform central Croydon. However, elements of the road network within Croydon's centre are already at or near capacity and may struggle to cope with additional construction vehicle traffic. Having worked with the South London Freight Quality Partnership to focus attention on this issue, the redevelopment of Croydon Council's own Public Service Delivery Hub is now one of the first developments to have its own comprehensive Construction Logistics Plan. Croydon Council has been in an unusual position for this development, due to its dual role as Planning Authority and developer, which has actually helped it take the lead in working with the main contractor to develop a state-of-the art Construction Logistics Plan.

Over the past 12 months specialist staff at the council who are involved in the approval and ongoing monitoring of the planning application have developed a productive working relationship with Sir Robert McAlpine's project manager and their expert construction logistics advisors – Alandale Logistics.

Sir Robert McAlpine Ltd aim as a company to operate a successful, sustainable and socially responsible business to make a positive contribution to the surrounding communities and environments. The production of this CLP fits well into this culture of building relationships with the supply chain and the local community.

## The Construction Logistics Plan

The CLP developed for the Croydon Council site by Sir Robert McAlpine Ltd and Alandale Logistics is comprehensive in that it combines 'traditional' elements of site logistics management such as preferred access routes, vehicle marshalling and a detailed waste management and recovery plan, with modern logistics techniques in the form of Alandale's web-based delivery management system (ADBM); bookings for deliveries through to site must be made 48 hours in advance using ADBM to be approved or declined by the site management depending on programme priorities and access pressures. The CLP contains several innovative features that reflect current policy pressures in the capital, including:

- Incorporation of a staff travel plan to site and collection of travel to work data at induction and through regular follow-up surveys
- Expectation that sub-contractors join TfL's Freight Operator Recognition Scheme (FORS). This was a factor in Keltbray, a silver standard FORS member, gaining a contract to remove excavation waste from the site.
- Development of a handbook by Alandale Logistics for Sir Robert McAlpine Ltd to explain the procedures required by the CLP to their subcontractors in clear and appropriate manner to ensure full implementation of Croydon and SRM's requirements.
- Development of a pay-as-you-go consolidation facility for materials coming to site. This new approach to consolidation of materials in the construction sector, developed in partnership between Alandale and CSB Logistics, offers developers improvements in delivery management to site and control over the upstream supply chain without the fixed cost of a permanent, dedicated facility.
- Regular monitoring of a number of key performance indicators associated with the construction, including CO<sub>2</sub> emissions associated with the logistics operations.



## Monitoring the Impact

The location of the site, next to the existing Croydon Council offices, means that council officers have prime location to keep an eagle eye on the site activities and any impacts. Regular meetings continue to be held between Croydon Council, Sir Robert McAlpine Ltd and Alandale Logistics to ensure that the monitoring regime remains effective and to ensure that implementation of the CLP maintains the high standards set in its development.

Clive Simmonds, project manager for the CLP at Croydon Council acknowledged: **“We are very pleased that we have been able develop close links with Sir Robert McAlpine’s project team to implement a top quality Construction Logistics Plan for what is a flagship project for the Council. This is bound to relieve pressure on the traffic network and reduce pollution impacts to the benefit of everyone who lives and works in the area.”**

Monitoring the impact is important because Croydon Council has recently prepared a new Climate Change Mitigation Action Plan, which sets a target for a reduction in local CO<sub>2</sub> emissions in the area from a 2005 baseline by 34% by 2025 and it is important for the Council to be contributing through initiatives such as this.

It is also important because the ultimate determinant of success will be if it can deliver benefits to all parties – cost benefits, programme control and good neighbour relations for the Client/Developer, fewer complaints, better air quality, lower noise levels and less congestion for Local Authority and operational cost benefits to the Contractor.

## CLPs for Future Developments

Although undoubtedly important, it must be remembered that Croydon Council's own development is just the first in a series of large developments planned or expected in central Croydon over the next 5-10 years. There is a conviction within the council, supported by TfL, that more substantial benefits could be achieved through a 'Framework CLP' which would consider construction activity taking place in a broader area rather than at single sites in isolation.

Croydon Council is now starting a project to develop a Framework CLP that will make it easier to integrate logistics across development sites by, for example, removing direct conflicts between deliveries to neighbouring sites and allowing consolidation of deliveries leading to a reduction in the number of vehicle movements. This will require a greater degree of collaboration than is normal, but with a view to delivering benefits for all stakeholders.



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for London



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