

# **Private Loading Bays in Tetty Way**

## **Survey and Consultation report**



Prepared by



on behalf of:



**Version 2 May 2008**

# Private Loading Bays in Tetty Way

## Survey and consultation report

Prepared by



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### **Consultants' statement**

The views expressed within this report are those presented by the stakeholders consulted during the study and of the consultant team, which undertook the project.

These are not necessarily the views of the South London Freight Quality Partnership.

Similarly the conclusions and recommendations presented within this report are those developed by the consultant project team.

## **CONTENTS**

<b>CONTENTS .....</b>	<b>2</b>
<b>EXECUTIVE SUMMARY.....</b>	<b>3</b>
<b>1 INTRODUCTION &amp; BASELINE .....</b>	<b>6</b>
1.1    CONTEXT OF THE STUDY .....	6
1.2    PROJECT AIM AND KEY PROJECT.....	7
<b>2    METHODOLOGY .....</b>	<b>8</b>
2.1 INITIAL DESK-BASED RESEARCH .....	8
2.2 CONSULTATION WITH IDENTIFIED STAKEHOLDERS AND DATA ANALYSIS.....	8
2.3 REPORTING AND RECOMMENDATIONS .....	9
<b>3    LOCAL CONTEXT.....</b>	<b>10</b>
3.1    THE STUDY AREA.....	10
3.2    BUSINESS PROFILE.....	12
3.3    LOCAL RESTRICTIONS AND CURRENT DELIVERY/SERVICING ACTIVITY .....	14
3.3.1 <i>Local access and delivery restrictions</i> .....	14
3.3.2 <i>Delivery &amp; servicing activity on High Street</i> .....	17
3.3.3 <i>Alternative ways to deliver to the High Street</i> .....	19
<b>4    RESULT OF CONSULTATION .....</b>	<b>21</b>
4.1 RETAILERS RESPONSE TO THE CONSULTATION .....	21
4.2 STAKEHOLDER VIEWS REGARDING LOADING AND UNLOADING .....	21
4.2.1 <i>Retailers with exclusive access to their own loading bay</i> .....	21
4.2.2 <i>Retailers who do not have access to a loading bay</i> .....	23
4.2.3 <i>Retailers who share access to a loading bay facility</i> .....	24
4.2.4 <i>Other stakeholders consulted</i> .....	26
<b>5    CONCLUSION AND RECOMMENDATIONS.....</b>	<b>28</b>
5.1    MAIN CONCLUSIONS.....	29
5.2    KEY DRIVERS .....	30
5.3    KEY BARRIERS .....	30
5.4    RECOMMENDATIONS .....	30

## EXECUTIVE SUMMARY

This study was commissioned by the South London Freight Quality Partnership to investigate the feasibility of increasing the amount of shared access of private loading bays located behind Bromley High Street, on Tetty Way. This project was one of the recommendations approved by Bromley Council in June 2007 within the framework of the Bromley Market Square's Legal Loading Initiative.

Tetty Way is a small street, parallel to High Street, where many stores have a rear access from where they can access private loading bays.

The key objectives of the project were to:

- Assess the loading / unloading activities on Tetty Way
- Analyse the potential number of deliveries in relation to the category of stores (*using ratios found during previous studies in Bromley*)
- Determine the 'market' of potentially interested businesses in using the loading bays located on Tetty Way
- Determine the required changes from retailers to 'open' private loading bays to other businesses
- Determine the drivers for operational change
- Identify potential barriers to sharing the loading bays on Tetty Way
- Make recommendations on the feasibility of sharing the loading bays

Primary aspects of this research consisted of analyzing freight movements on Tetty Way regarding loading and unloading activities. This research also involved gauging interest from private stakeholders with such a project.

On-street observations were undertaken in order to understand how freight movements were organized in this area and then face-to-face interviews<sup>1</sup> were used to discuss key aspects relating to delivery operations from and to Tetty Way. This consultation was done in March 2008 and included all retailers<sup>2</sup> located on the West-side of High Street (potentially having an access to Tetty Way). It offered an overview of the current delivery/servicing activities and current restrictions, and identified some of the issues and barriers relating to further sharing of the loading bays on Tetty Way.

On this west side it was observed that clothes stores and 'leisure & home stores' were highly represented (around 38% and 28% respectively) and they generally receive items several times a day. In this research it was estimated that considering all stores located in this section of High Street, they receive in average more than 300 deliveries per week with more than 130 of these being for the west-side of the street<sup>3</sup>. After having analyzed which stores had a loading bay, it was found that the private loading bays located on Tetty Way were used for only about half of the deliveries to stores located on the west side of High Street.

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<sup>1</sup> Telephone interviews were used when it was difficult to meet the store managers on-site.

<sup>2</sup> Store managers were interviewed.

<sup>3</sup> By 'west side' we refer to all stores whose rear abuts onto Tetty Way.

It was also noted that delivery patterns are subject to seasonal variation with a change during the Christmas period, and that the current construction of a block of 23 flats could have an impact on delivery operations in Tetty Way in the future.

Four categories of retailers were identified:

- retailers who do not have a rear access from/to Tetty Way and who are interested in using loading bays on Tetty Way
- retailers who do not have a rear access from/to Tetty Way and who are not interested in using loading bays on Tetty Way.
- retailers who have a private loading bay with an access from/to Tetty Way and who are interested in sharing their loading bay
- retailers who have a private loading bay with an access from/to Tetty Way and who are not interested in sharing their loading bay with other retailers

It was also observed that for the retailers which do not have access to Tetty Way, deliveries were received from High Street, after the delivery drivers had parked either in the loading bay at Market Square, or in Churchill Road.

Regarding delivery staff, those who cannot operate from the loading bays located on Tetty Way expressed their wish that the local authority create new accessible loading bays.

The key barriers potentially limiting the use of the private loading bays by other retailers or freight operators and the key measures necessary to mitigate some of these barriers have been identified:

- *Barrier:* The loss of both flexibility and exclusive access regarding the receiving of deliveries was cited for the unwillingness to share loading bays with the issue of Health and Safety. Indeed some retailers cited Health & Safety reasons for not agreeing to share their loading bay emphasising that it would be unclear whose responsibility it would be to maintain Health & Safety regulations.

Associated with the loss of exclusive access, was the concern that deliveries would have to be received from the front of store, and this is subject to permit applications from Bromley Council which are time consuming.

*Barrier:* Building design: Not all retailers have a rear door or access through to the loading bays located on Tetty Way.

- *Barrier:* Many retailers said that they would lose their exclusive access to their loading bay and this would undermine their existing delivery schedule. They also mentioned that they would lose the flexibility of times of deliveries that comes with having exclusive access.
- *Barrier:* Retailers do not want to jeopardise losing their exclusive rear access as they may have to rely on some deliveries coming to the front of the store. They did not want to experience the delays inherent in the permit application process when applying for a permit to receive goods from the High street.

- *Barrier:* Retailers were aware of the seasonal changes associated with deliveries (such as Christmas time) and wanted to be confident that they could guarantee regular rear access to ensure the delivery of their stock at any time of the year.
- *Barrier:* The loading bay area at the rear of the shops is also used for some selective staff parking and the location of skips used for refuse. This limits space for additional vehicles to make deliveries.

The majority of stakeholders consulted during the study were not in support of the idea that sharing the private loading bays would be useful, although some of them expressed a potential interest in sharing.

Of the retailers consulted, only WHSmith, which currently already shares its loading bay with Linen Direct, would be willing to share its loading bay further. Within the Churchill Building, six retail units and Bromley Library already share a loading bay and it was felt that there is insufficient capacity to further share this facility.

If the offer of shared access to a loading bay were to be made, six of the retailers that do not have loading bays on Tetty Way would not be able to access the bays directly because of the design and location of the buildings, making the prospect of limited interest.

In order to further investigate the potential to share the private loading bays, this research recommended that the local authority approach retailers who are ready to share their loading bay with other retailers/freight operators. In addition, as the consultation showed that some retailers did not feel their voice was heard at a local authority level, we recommended to the local authority and the Chamber of Commerce (or with the Town Centre Manager) it organizes a forum with retailers located all around High Street in order they expressed their feelings with loading and unloading concerns. In addition, the consultation showed a lack of communication between retailers which reduce the potentiality to share their loading bays. The local authority could then organize networking meeting for retailers in order they discuss together with the local authority in order to avoid they work just on their side.

# **1 INTRODUCTION & BASELINE**

## **1.1 Context of the study**

As a part of the South London Freight Quality Partnership 2006/07 activities, the Legal Loading Initiative was designed to target problematic loading/unloading sites within the South London FQP area, where there were problems with the provision of facilities, inconsiderate delivery practices and parking enforcement issues.

Six sites (hotspots) were identified throughout the South London FQP area<sup>4</sup> and subsequently, on-site surveys and consultation were undertaken. Site visits provided the opportunity to look at the freight traffic generators in the area in question such as clothes retailers, home stores, etc, and a business profile was carried out in order to better understand the affect that those businesses have on freight movement.

The first analysis of this area was made during the Legal Loading Initiative project which included a consultation with Parking Services, Transport Planning, the Town Centre Manager and the local Chamber of Commerce who were all invited to comment on deliveries in Market Square.

Recommendations were made on loading and unloading problems experienced in Market Square and discussions took place with Bromley officers in order to identify how to proceed further. One of the ways was for an analysis of the feasibility of using the private loading bays located behind the stores based on High Street, located on Tetty Way, to be carried out.

A stakeholder consultation was carried out to gain a better knowledge of the specific problems faced with this site and alongside this part of the work, on-street surveys of the facilities were conducted to assess the extent of the problems from the perspective of all the stakeholders. The surveying element considered current delivery practices and parking operations. Borough officers from the London Borough of Bromley were consulted as to their views and opinions concerning the provision of loading/unloading facilities within the Borough.

The site report showed that some retailers had private loading bays located on Tetty Way. However, because it was a private area not all of the retailers based on High Street had access to it – a situation that is determined by the building layout and the terms of the leases. It was then agreed with the local authority that it could be useful to investigate wider access to these off-street loading bays, which could be used by all retailers in order to reduce pressure on the loading bay located on Market Square, which is currently shared by many transport operators for deliveries in the area.

As a result, an approach was proposed which consisted of finding out who owns and controls the private parking, what the mechanism is for deciding who has access and

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<sup>4</sup> The identified hotspots were located in Bromley *Market Place*, Croydon *High Street*, Kingston *Market Place*, Morden *London Road*, Lewisham *Deptford High Street* and Wandsworth *Northcote Road*.

then following through how to go about arranging access for those who we identify could benefit from it and at what cost / benefit.

## 1.2 Project aim and key project

The fundamental aim of this study was to assess the potential for sharing the private loading bays located on Tetty Way with other freight operators / delivery staff. The ultimate outcomes consist of finding a way to allow freight transport operators to use the private loading bays on Tetty Way, without disturbing the current users of these bays.

The programme of work, agreed with the client group, included the following critical tasks:

- Assessing the current restrictions
- Assessing the use of the current private loading bays
- Assessing the loading / unloading activities by capturing information about the number of deliveries (to which store, the frequency, etc...).
- Analysis of the potential number of deliveries in relation to the category of stores (*using ratios found during previous studies in Bromley*)
- Determining the 'market' of potentially interested businesses in using the loading bays located on Tetty Way
- Determining the changes required for retail to 'open' private loading bays to other businesses
- Determining the drivers for operational change
- Identifying the potential barriers to sharing the loading bays on Tetty Way
- Making recommendations on the feasibility of sharing the loading bays.

## **2 METHODOLOGY**

A methodology was proposed by Transport & Travel Research Ltd (TTR) and an action plan was submitted and validated by Bromley Council and the TfL Freight Unit. The Council was regularly informed of the progress of the study throughout the research.

The method used for this research is a tried and tested mixture of observation, consultation, survey and analysis leading to recommendation and implementation in conjunction with Borough officials.

The methods used were separated into two different steps:

### **2.1 Initial Desk-based research**

In 2007, two studies took place in Bromley within the framework of the South London Freight Quality Partnership. One was about South London Retail distribution<sup>5</sup> in which the London Borough of Bromley was selected for its suitability in terms of its congested town centre, its will to expand the retail centre within the town and its proximity to a proposed site for the South London Retail Consolidation. The second one was the survey conducted within the framework of the Legal Loading Initiative study on Bromley Market Square, which had the aim of finding solutions to reducing the problems experienced when delivering in this area. From the results of these two previous pieces of research, data and information obtained from consultation with retailers were re-used within this project.

### **2.2 Consultation with identified stakeholders and data analysis**

As a first part of this research, on-street observations were made early morning on Wednesday 9<sup>th</sup> January 2008 (6.30am to 9am), Thursday 31<sup>st</sup> January 2008 (4pm-6.30pm), and Thursday 6<sup>th</sup> March 2008 (lunch time). These on-street observations were carried out to identify freight movements in the area and also to question delivery staff to understand their needs and problems when delivering goods to stores located on the High Street.

The main focus of the consultation consisted of questioning all retailers located on the West side of High Street, since the back of their stores is located on Tetty Way. When retailers were not available for a face-to-face interview, phone interviews were used to carry out primarily qualitative research to discuss the feasibility of sharing the private loading bays on Tetty Way. Delivery staff were also involved in the consultation process.

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<sup>5</sup> 'South London retail distribution: Bromley survey report', South London FQP / SELTRANS, 2007.

Consultation was carried out by TTR, using a semi-structured questionnaire to gauge the thoughts of stakeholders and to try to identify key barriers and key drivers regarding sharing of the private loading bays. The discussion guide developed by TTR to question stakeholders focused on the following key aspects:

- Where did the retailers receive their deliveries of goods? (on Tetty Way or not)
- What happens with deliveries?
- If they have access from Tetty Way, would they agree to share it with other businesses or not, and why?
- If they do not have access from Tetty Way, would they be interested in having access from Tetty Way or not, and why?

Responses to the consultation activity were analysed in detail to identify key issues, drivers and barriers and to access which private stakeholders would potentially be suitable to participate in subsequent pilot studies.

As a part of the consultation, a request was sent to the Land Registry in order to know who the different private loading bays belonged to, but no response was received regarding this matter.

### **2.3 Reporting and recommendations**

Following the analysis phase of the study, recommendations were developed and incorporated in a study report.

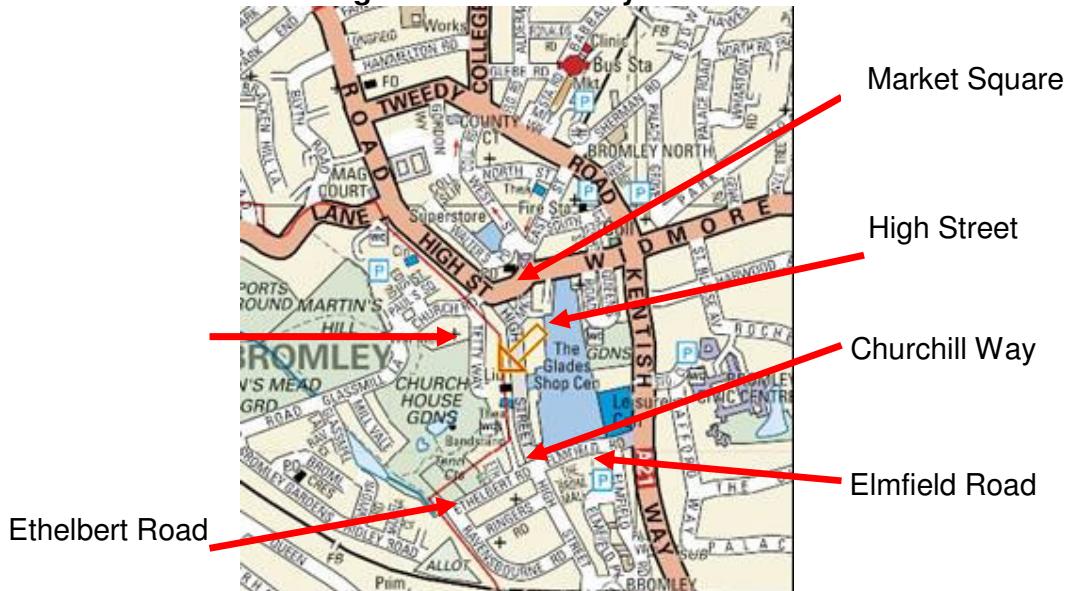
Project updates were given at the South London FQP steering group meetings which took place January 16<sup>th</sup> 2008 and March 26<sup>th</sup> 2008.

### 3 LOCAL CONTEXT

#### 3.1 The study area

The main economic activities centre on clothing retail. The town has a large shopping and retail area including a pedestrianised High Street and a shopping centre, The Glades. Bromley town centre provides year-round access to a wide range of specialist shops together with popular chain stores.

**Figure 3.1.: The study area**



- **Market Square**

In general, on Market Square, traffic is quiet and there are not frequent traffic jams, just short-term congestion due to the number of cars/buses/delivery vehicles which are parked and circulating on Market Square.

Market Square is a mixed-use area with two bus stops stations, one loading bay, one taxi rank, a transit road and the entrance of the pedestrian precinct. As a result, this area functions with different uses and types of business stakeholders.

- **High Street**

The section taken into account for this research is the pedestrian part of the High Street, which is a shopping area composed of medium/high value retail, and includes the Glades Shopping Centre located on the East side.

There are 115 stores located within the Glades, with 35 stores on the West side of the High Street, and together with the surrounding streets including the Market Square make up the main retail location of the town.

**Figure 3.2: Bromley High Street**

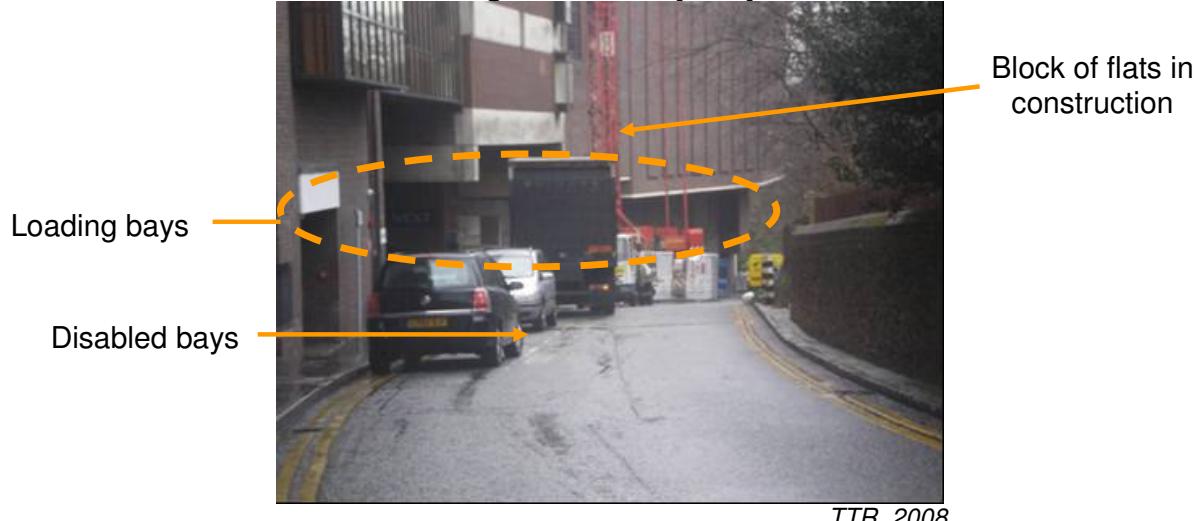


TTR, 2008

- **Tetty Way**

Tetty Way is a small street located behind the High Street, which is quiet and narrow. It is mainly used for the loading and unloading operations of deliveries to some stores based on the High Street, through loading bays located on the East side of the street. A block of 23 flats is currently being built on the East West side of the street.

**Figure 3.3: Tetty Way**



TTR, 2008

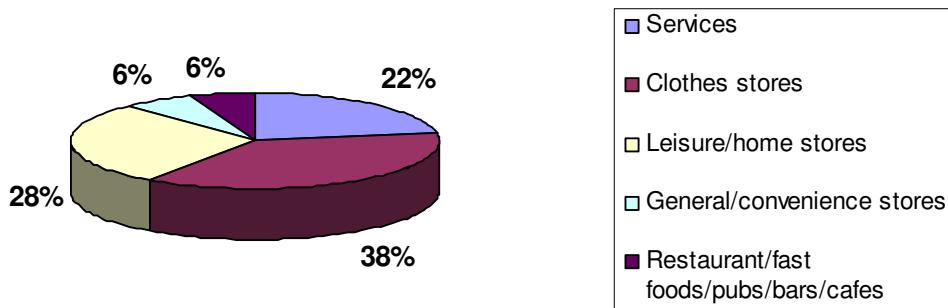
For this research, we have separated the study area in two parts:

- Retailers on the west side of High Street for whom the back of their store is on Tetty Way ,
- the east side of pedestrian High Street and the south west side of High Street with stores which do not back onto Tetty Way.

We focused the consultation only on the pedestrian High Street.

## 3.2 Business profile

Figure 3.4: High Street Business Profile



*Data from on-street observations, December 2007*

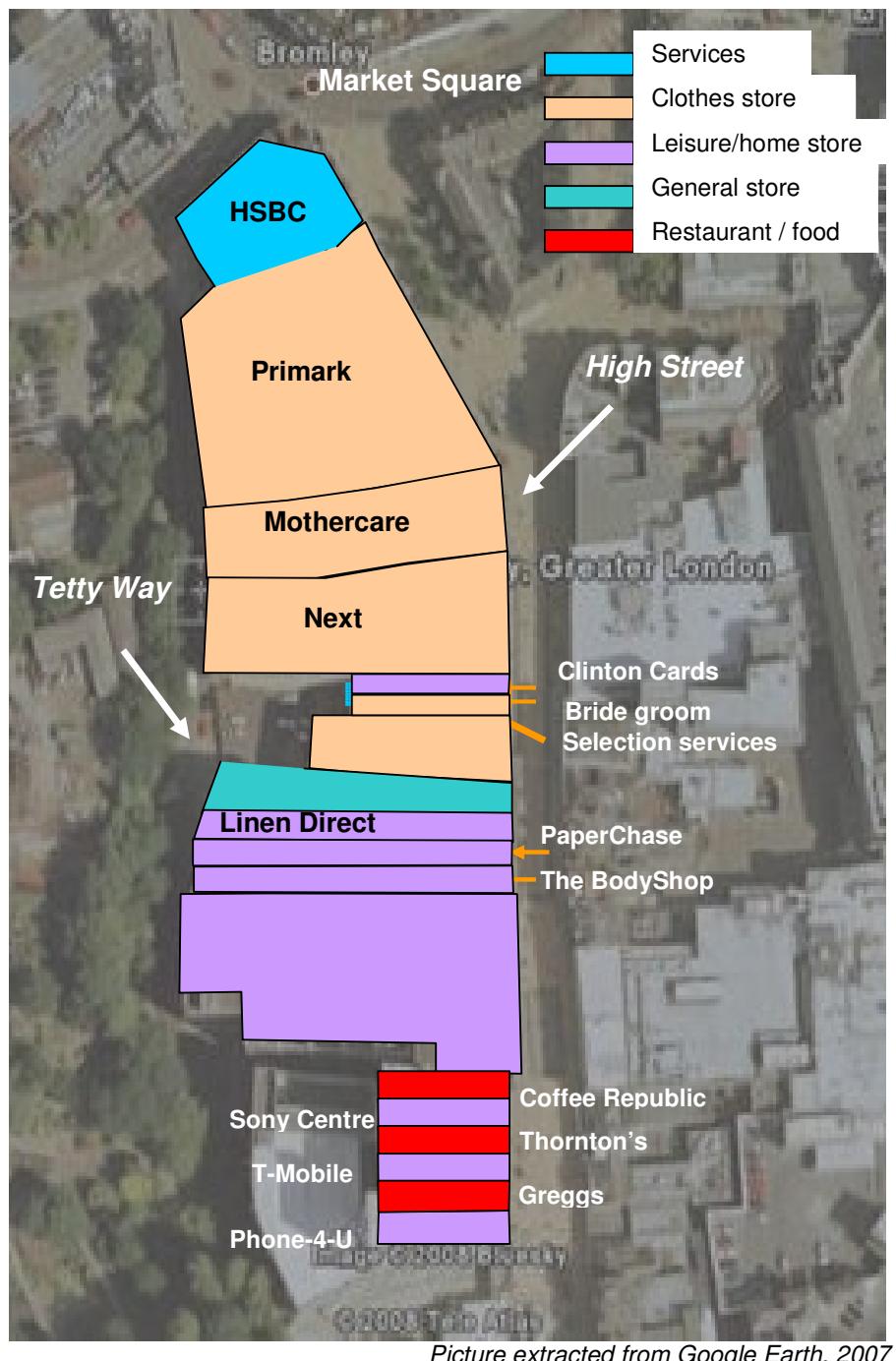
### The main shops on High Street include:

- “**Clothes**” and “**Leisure and home stores**<sup>6</sup>” are highly represented on High Street (5 clothes stores and 7 leisure and home stores). These types of shops have a specific supply chain and often receive clothes once or twice a day delivered by 10 tonne to 19 tonne vehicles (generally, 2 to 3 axled vehicles). In addition, from the truck to the shop, delivery men sometimes need space to transport clothes.
- Low to medium level “**Services**<sup>7</sup>” are less dominant on the High Street. It was estimated in previous surveys that they received on average 5 deliveries per week and they frequently receive parcels and stationery. As a result, during peak hours it is very difficult for couriers to find an area to park even for a short period of time.
- Regarding “**food businesses**” (including pubs, restaurants and takeaways), these businesses receive fresh food everyday, throughout the day, and they often have various suppliers and shippers. They have on average 20-40 suppliers but only have two or three freight transporters which operate for them.

<sup>6</sup> ‘Leisure and home stores’ includes music, technology, home, etc

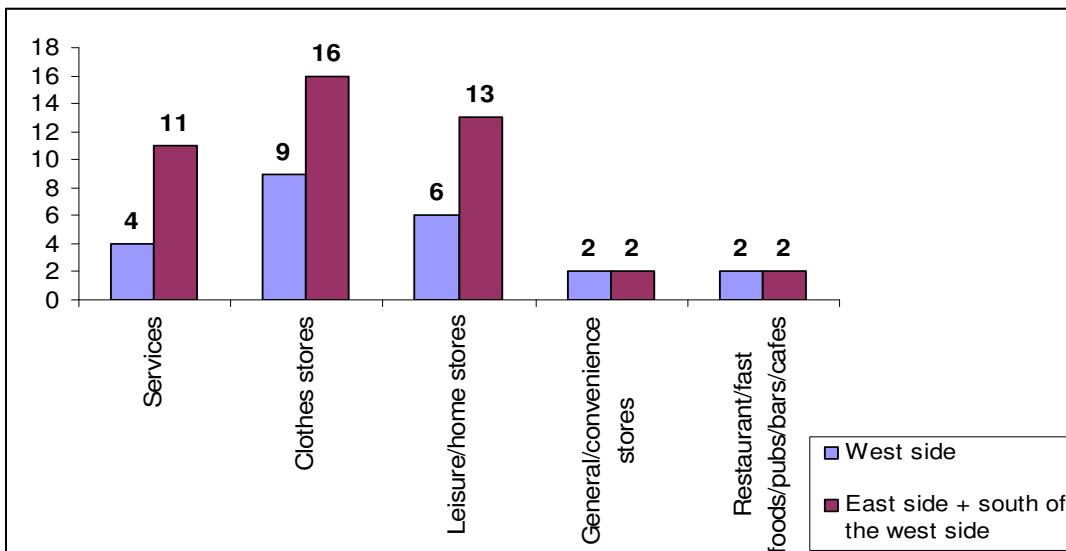
<sup>7</sup> Services include all businesses whose main activity is not dedicated to the selling of goods (such as solicitors, hairdressers, etc.).

**Figure 3.5: West-side of High Street business profile**



Picture extracted from Google Earth, 2007

**Figure 3.6: High Street, Business profile**



*Data from on-site observations, December 2007*

As the consultation was about the use of the loading bays located on Tetty Way, it focused its efforts on the stores located on the West-side of High Street.

In general, the shops located on High Street are mostly clothes stores and stores dedicated to homes or leisure. Nearly 75% of all of the stores are franchises/chains (74% are franchises on the East-side and 78% on the West side) whilst Restaurants and Services are located more on Market Square and in the Glades<sup>8</sup>.

### **3.3 Local restrictions and current delivery/servicing activity**

#### **3.3.1 Local access and delivery restrictions**

- **Local restrictions on High Street / Market Square**

There is no loading/unloading permitted on either side of the delivery bay, and no vehicles are permitted in the pedestrian zone of High Street except for market vehicles on a Friday. All loading and unloading activities take place in the one loading bay located on the North side of Market Square, at the start of the pedestrian zone. This loading bay is next to a bus stop, and measures nearly 5 meters in length.

- **Local restrictions on Tetty Way**

Tetty Way is a double-yellow lined street with chevrons on both sides, which means that waiting and loading are prohibited at any time. In addition, a private policy was put in place in order to avoid cars or other delivery staff parking on or inside the loading bays unless authorised to do.

Since it is private property, signage indicates that the loading bays are in constant use until 9pm each evening and that vehicles can be clamped if they are illegally parked. This street is under surveillance 24hours a day via CCTV cameras and as a

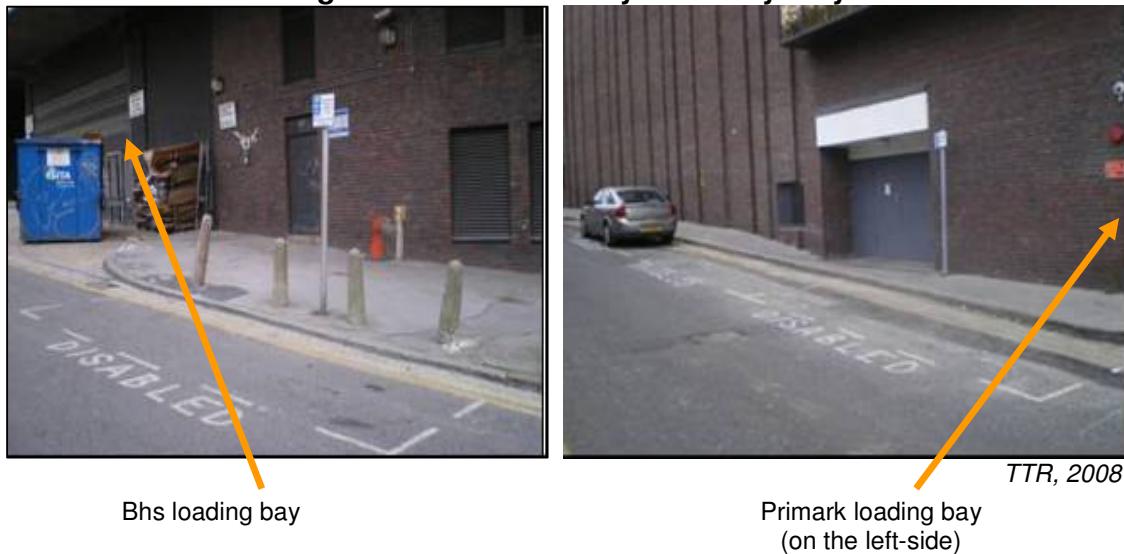
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<sup>8</sup> Shopping centre.

result, all vehicles which are improperly parked without authorisation, and which are causing an obstruction or nuisance can be wheel clamped.

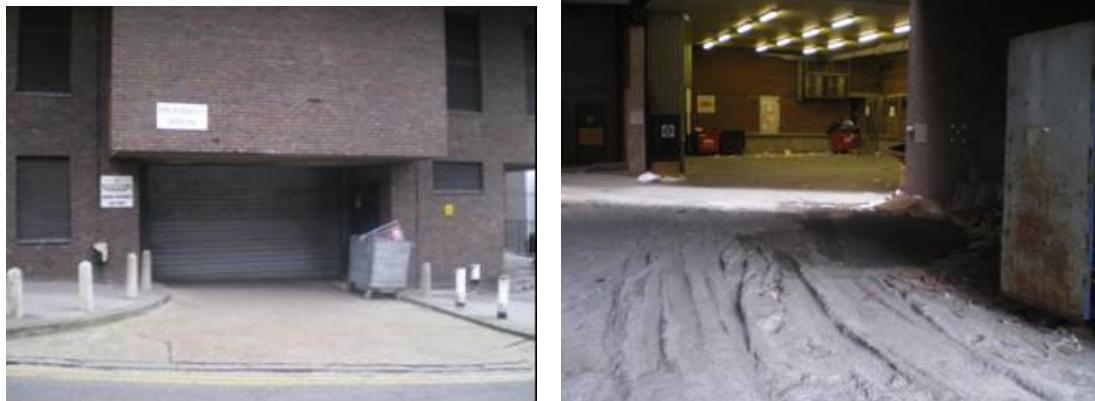
Three disabled bays are located on the North-side before the Primark loading bay, and one on the South-side of the street after the Bhs loading bay (see figure 3.7); there is no other potential car parking and it is prohibited to be parked along the pavement. (Incidentally the disabled parking bay located close to the WHSmith loading bay is not easy to access for disabled when they come from/to High Street.)

**Figure 3.7: Disabled bays on Tetty Way**



There are different types of private loading bays on Tetty Way. Some of them do not have a physical separation while some are closed by metal shutters.

**Figure 3.8: Restricted access and open-access to loading bays**



When the businesses that have access to and from Tetty way use the loading bays, goods are then delivered to the stores using internal access elevators (and sometimes stairs). When loading bays are closed by metal shutters, delivery staff park their vehicles along the pavement, call the stores using a bell and then wait for a member of staff to open the loading bay.

**Figure 3.9: the inside of a private loading bay**



It is also worth noting that generally couriers also use the private loading bays to deliver boxes or small packages (see figure 3.10). In that case, they park their vehicles at the entrance of loading bays not closed by metal shutters and then operate. Then they deliver the items using the stairs which allow stores access to the private loading bays. They use the outside bell to call the store to inform that they have items to deliver.

In figure 3.10, we can see that the courier CityLink is parked at the entrance of the Next loading bay and then delivered to the store using the private access stairs.

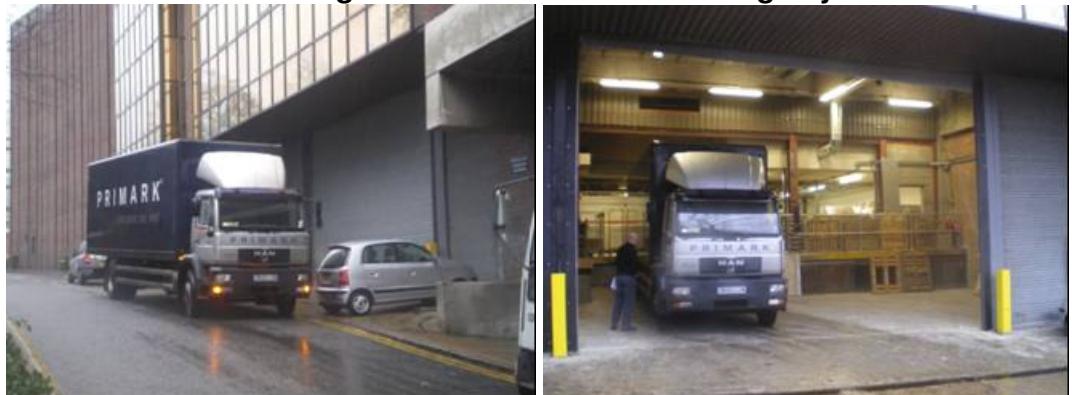
**Figure 3.10: A courier using the entrance of the Next loading bay**



TTR, 2008

Figure 3.11 shows a truck delivering to Primark. The driver has to double park, and call Primark staff in order to gain access to the loading bay. It takes on average 5 minutes for the driver between the moment he arrives and the moment he can access to the loading bay.

**Figure 3.11: The Primark loading bay**



TTR, 2008

The loading bays are also used to put skips out. Indeed rubbish from the stores that have an access to a private loading bay, is disposed of at the entrance of them. They are collected by waste vehicles which have to double park to take the rubbish with them.

**Figure 3.12: skips on the NEXT loading bay and cleaning the skips**



TTR, 2008

### 3.3.2 Delivery & servicing activity on High Street

It was observed that freight operators use different types of vehicles, depending on the type of goods being delivered. For example, soft drinks, beer and food are delivered by temperature controlled delivery vehicles. Deliveries to restaurants (including takeaways) are often made from different types of delivery vehicles (from vans up to 7.5T vehicles) and beer is one of the most difficult goods to deliver (no pallets or parcels, but kegs which can only be loaded individually). Deliveries to WHSmith or clothes stores (Primark, Next, etc.) are generally made with 2 or 3 axled rigid vehicles.

**Figure 3.13: A truck delivering to Next**



TTR, 2008

As the types of retail stores, other than clothes, vary greatly, vehicles deliver at different times and different periods of the day. However, the busiest loading period is in the morning peak (between 8am and 9am). There is not a specific method for delivering with retailers commenting: own account is as frequent as on hire trucks.

The stakeholder consultation (and a previous one) presented the opportunity to evaluate the number of deliveries in a specific area. The business profile in section 3.2 is summarised in table 3.1:

**Table 3.1: Estimated number of deliveries on High Street<sup>9</sup>  
(Stores having a direct access from High Street)**

Category	Number of stores	Number of stores (West side)	Estimated total of deliveries/week	Estimated total of deliveries/w (West-side)
Services	15	4	75	20
Clothes store	25	9	93	33
Leisure/home store	19	6	95	30
General/convenience store	4	2	20	20
Restaurant / food stores	4	2	32	32
<b>Grand total</b>	<b>67</b>	<b>23</b>	<b>315</b>	<b>135</b>

*Figures using ratios found during consultations, 2007*

Ratios were identified in previous consultation made within the framework of the South London FQP<sup>10</sup>. Using these ratios, the number of deliveries to feed stores located on the West side of High Street is estimated that nearly 315 per week and 135 for the stores who potentially have an access to Tetty Way.

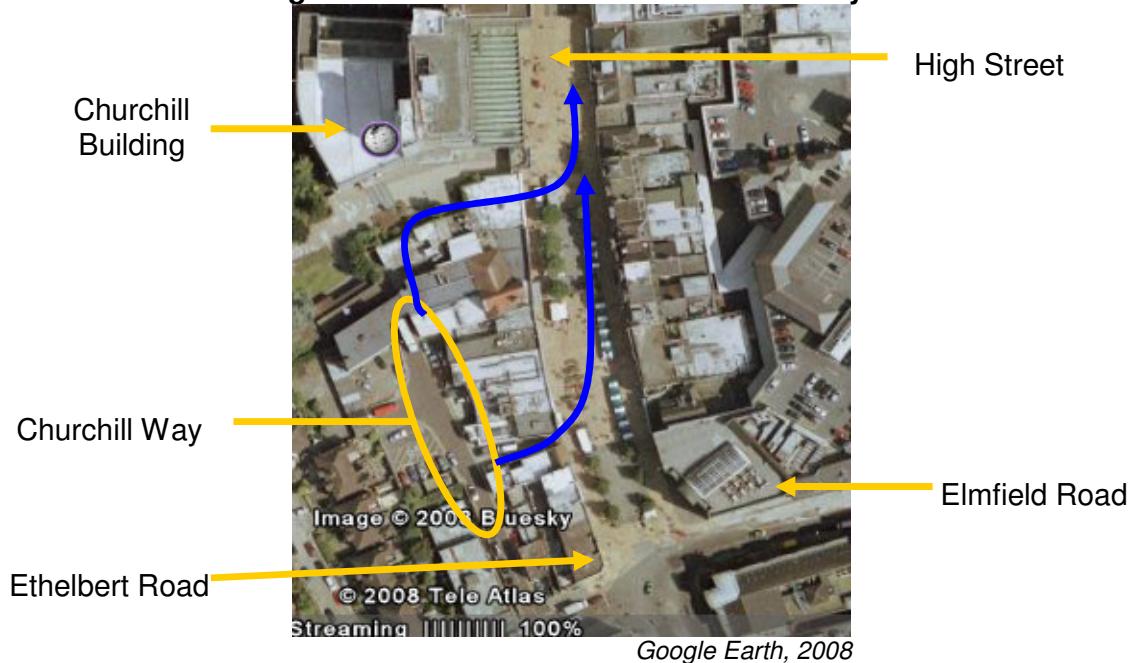
<sup>9</sup> The different consultations made on High Street within the framework of the South London FQP activities (mentioned in the methods section) revealed these following ratios. The estimated number of deliveries per week per category of stores is: Services: 5, Clothes stores; 3.7, Leisure/home stores: 5, General/convenient stores: 5, Restaurants: 8.

<sup>10</sup> 'South London retail distribution: Bromley survey report', South London FQP / SELTRANS, 2007, and the Legal Loading Initiative project, SLFQP, 2007.

### 3.3.3 Alternative ways to deliver to the High Street

It was also observed that some deliveries also took place from Churchill Way. This street is located on the South End of Tetty way, parallel to High Street and mainly used by retailers to receive goods and with a private car-park for High Street-based companies. As a result this street is quiet and delivery staff have easy access from Ethelbert Road and Elmfield Road.

**Figure 3.14: Deliveries from Churchill Way**



**Figure 3.15: Delivery operation from Churchill Way to High Street**



Churchill Way is frequently used to load and unload as there is a direct access to and from stores located on High Street via their rear entrance. When delivery staff deliver to stores on the High Street, they go through small/narrow streets making a link between Churchill Way and High Street (see figures 3.14 and 3.16).

According to delivery staff consulted within the framework of this research, it is easier to park on Churchill Way than using the loading bay on Market Square as they can take more time to deliver with a less risk of being prosecuted.

**Picture 3.16: A perpendicular access to High Street**



The picture 3.16 shows an alley between High Street and Churchill Way which is owned by Jesus College Oxford. (This is not a public right of way, and as such no liability is accepted for any unauthorized use of this as a thoroughfare.) A physical barrier restricts the use of the street to authorized users only. However it is possible to use this way with roll cages and pallets to allow access to High Street. As a result, it was observed that delivery staff park their vehicle on Churchill Street and then access High Street by foot.

On the right-side picture above, we see a vehicle delivering to the Prêt-a-Manger store based on the High Street.

## **4      RESULT OF CONSULTATION**

Store Managers, Assistant Store Managers and front of house staff of Retail, Office and Public buildings along the West side of Bromley High Street were directly approached during the consultation process. Where it was not possible to speak directly to a representative, telephone interviews were arranged and conducted at a later date. An introduction for the reason of contact was made outlining details of the research, its purpose and the connection with the South London Freight Quality Partnership. The consultation was conducted in line with the Market Research Society (MRS) code of conduct.

### **4.1 Retailers response to the Consultation**

The response of the retailers to the consultation was mixed. The majority of Store Managers, Assistant Store Managers and front of house staff openly discussed how their goods were received and the methods and processes employed to achieve this. They were responsive to further detailed questioning about issues relating to the use of loading bays in Tetty Way.

However, some, notably Primark, one of the largest retailers, were not willing to contribute to the consultation process except to state that they would not consider sharing their loading bay facility and to direct any further questions to their Head office - which was followed through, but unfortunately with no response.

Some retailers provided responses, though the information given was minimal (British Homes Stores, Prêt-a-Manger and Thornton's).

### **4.2 Stakeholder views regarding loading and unloading**

#### 4.2.1 Retailers with exclusive access to their own loading bay

Of those stores consulted with exclusive access to their own bay, none would consider sharing their loading bay. Despite the deliveries being at regular times retailers sought to protect their own loading/unloading facility.

##### **4.2.1.1    NEXT**

The clothes retailer NEXT have access to their own loading bay on Tetty Way and receive goods regularly in the afternoon 5 times a week Monday to Friday. All their goods are delivered in-house from the NEXT distribution centre.

Lorries tend to be large (2 to 3 axles) delivering between 15-20 pallets per delivery, taking approximately 2 hours to unload and load the returns. The store manager who was consulted reported that they receive more than 3,500 units to the store a week. Once the goods are unloaded, they are placed in a lift and taken to the point of distribution by NEXT shop staff. If the lift is in operation there are no reported problems with loading and unloading of goods.

However, the store manager reported difficulties in recent times as a result of the lift not working correctly, despite them spending thousands of pounds on repairs. On

these occasions it was very difficult to receive goods as they had to apply for a permit from Bromley Council to deliver to the front of the store in the High Street.

It was also reported that the application for a permit is lengthy and that the Council do not always understand the difficulties that the shop experiences as a result of their lift not working. One requirement of the application process was that the number plate of the delivery vehicle had to be stated on the permit application, but that it was not always possible to provide this information as vehicles could be subject to change on the day of delivery. For this reason the Store Manager maintained that the Council's process for issuing permits was inefficient and acted as a barrier to the smooth operation of their business.

The store manager stated that it often feels like the Council has a preference for supporting the businesses on the other side of the High Street (backing on to the Glades Shopping Centre) as they seem to receive more "favours".

Previously Next operated a system of receiving goods at night (between 300-500 units per night) but incurred high staff costs as a result since night time managers had to be employed to manage the receipt of goods. All deliveries occur during the afternoon now which is more beneficial from a financial point of view but there are sometimes problems as a consequence of the activity in Tetty Way:

- The new build (23 flats) currently at the rear of the shop on Tetty Way generates tradesman's vehicles, cars and cranes that would ordinarily not be there. This has been exacerbated by the lack of communication between the developer and themselves.
- Rubbish skips, located in the loading bay area are used by Next (and other retailers). Often the waste transport operators are not able to gain access to the rear of stores so are unable to take the rubbish away.

The store manager reported they would not wish to share their loading bay facility as they would not want to lose the flexibility of the existing facility.

#### *4.2.1.2 Dorothy Perkins*

Dorothy Perkins shares the three storey building with Burtons, and Miss Selfridges all of whom are members of the Arcadia Group. As a consequence of being members of the same Group, goods are delivered in one Arcadia truck on average three times a week, consolidating the goods for the three companies. Goods are unloaded in their own loading bay in Tetty Way and this is reported to be without difficulty.

The Assistant Manager reported that they would not wish to share their loading bay facility as:

- It is private property which they have a right to.
- There are many movements throughout the day which preclude the idea of sharing. Indeed, if they were to share it, the Manager reported they would lose the flexibility they currently enjoy in receiving goods at various times.

According to the Assistant Manager, the private loading bay is frequently used by vehicles other than for store deliveries.

#### 4.2.1.3 *British Homes Stores (Bhs)*

British Homes Stores reported to receive goods one day a week at around 6am via Tetty Way as they had private access to their loading bay. The Store Manager stated categorically that they would not consider sharing this facility.

The explanation given was related to Health and Safety reasons since they would not be able to guarantee the Health and Safety of others using it.

#### 4.2.1.4 *Clinton Cards*

Clinton Cards receive items from Tetty Way and from the front of the stores, depending on the nature of the goods delivered. They have 3 to 4 carriers a day and are not ready to share their loading bay as they estimate that it is used at different times of the day by different freight operators. If they would share it, it would not be convenient for them.

### 4.2.2 Retailers who do not have access to a loading bay

Of those stores consulted who did not have access to a loading bay, none had the potential to have direct access since the design and location of the building precluded them.

#### 4.2.2.1 *Bride & Groom*

The Store Manager reported on the frequent difficulties experienced in receiving goods to their store as they have no rear access and no satisfactory means of receiving goods from the front of the store either.

The store is located on the 3<sup>rd</sup> floor of a building and has no lift which adds to the difficulties experienced. As a result delivery staff have had to load and unload on Market square and then walk for 3-5 minutes, up the 3 floors to deliver goods.

The Store Manager stated that they "*suffered from the pedestrianisation of the High Street*". She and her staff expressed concern for their delivery staff because they have to work very hard to deliver to their store. Having more than twenty suppliers they receive goods at different times of the day and on different days of the week. Rear access from Tetty Way is not possible because the new build currently under construction is located at the back of their store. Rear access is clearly impossible.

#### 4.2.2.2 *Selection Services*

Similarly, there is no access from Tetty Way to this suite of offices. All deliveries (mainly post and stationery) are received from the High Street. Carriers and printer repair personnel deliver from the Market Place via the front of the building. Because of the design of the building it would not be possible to receive goods from Tetty Way even if they wanted to.

#### *4.2.2.3 The Body Shop*

Having no rear access precludes the shop from receiving goods from the rear of the store. All the deliveries are through the front of the shop where drivers were reported to unload in Churchill Road, and then wheel pallets along the High street to the front of the store. It was reported that delivery staff often received PCN's as a consequence of this process taking so much time. The store manager maintained that the loading/unloading time that the Council permits should be extended to reduce the likelihood of drivers receiving PCN's.

On average they would receive two deliveries per week though seasonal variations mean that often, before Christmas, this would increase to four per week.

#### *4.2.2.4 PaperChase*

PaperChase also reported having no acceptable rear access so deliveries were received at the front of the store via High street. Whilst there is rear access, technically it would not be possible to use it for loading /unloading as there is a steep embankment at the rear of the shop leading to a 'dead end' with no suitable turning space for delivery vehicles.

**Figure 4.1 Rear Access of PaperChase**



### 4.2.3 Retailers who share access to a loading bay facility

Of those stores consulted who share access to a loading bay facility just one expressed the view that they would consider sharing with additional retailers. Interestingly this retailer, WHSmith, had the most complex weekly delivery schedule with night time deliveries, but even so this did not prevent them from considering the option of sharing their loading bay facility.

#### *4.2.3.1 Sony*

Sony is located with five other shops within the "Churchill Building" (Gregg's, Phone 4 U, Thornton's, T-Mobile and Coffee Republic) and Bromley Central Library. The Loading bay is located in the basement at the rear of the shop on Tetty Way and is shared by the five retailers highlighted above.

The loading bay is accessed through a barrier, down a ramp towards a locked shutter. Having access to the loading bay is part of the lease hold agreement and as a consequence Sony reported that they would not consider sharing the facility with any other retailer other than those listed (who have appropriate internal access and leaseholder rights).

Deliveries operate throughout the week though the shutter is always locked on a Sunday. This poses difficulties for Sony as when customers want to collect goods they can only access the rear Monday – Saturday. (Customers don't park there; they only collect their purchases from there).

Access from the rear of the shop was reported to be the only fire exit so was regarded as a Health & Safety issue for all five retailers on a Sunday during trading hours.

#### 4.2.3.2 *WHSmiths*

WHSmiths have access to a large Loading bay at the rear of the building on Tetty Way. Deliveries are reported to be regular and frequent:

- Four deliveries from Monday to Thursday between 6pm and 3am known as a "Silent Delivery" because of the time of delivery and the fact that shop staff are not there to receive goods directly. Goods are unloaded into the loading bay lift ready for WHSmiths staff to deal with in the morning. A Large lorry is used for this delivery.
- An additional delivery specifically for drinks and sweets occur Monday only around 9.00am.
- Four deliveries from three different suppliers from Monday to Thursday between 3.00am and 6.30am which drop off magazines and newspapers. A small white van is used for these deliveries.
- A number of independent couriers (e.g. DHL and Parceline) deliver in the afternoon from Monday to Thursday between 2pm and 3pm.

Importantly, the store Manager reported that the number and frequency of deliveries at Christmas was often 25% higher than noted above and those seasonal variations were important considerations to take account of. WHSmiths share their loading bay space with Linen Direct (who have daytime deliveries only), and the WHSmiths Store Manager reported that this arrangement posed no problems or issues for them and in fact expressed the view that they would be happy to share the loading bay facility with other retailers. WHSmiths also reported to having one allocated staff parking space in the loading bay and space for a skip used for rubbish. It was reported that occasionally BIFFA (refuse collection) were unable on occasions to access the bins so rubbish was not collected on those occasions and as a consequence was a Health & Safety issue.

#### 4.2.3.3 *Linen Direct*

Linen Direct have access to a large loading bay at the rear of the building on Tetty Way which they share with WHSmiths. They receive company deliveries once a week on a Tuesday morning and numerous deliveries' from independent suppliers (up to 10 times per week times) anytime between 8.00am and 5.30pm. The Store Manager reported that whilst WHSmiths have a facility for one staff car parking space, Linen Direct do not. It was also confirmed by the Store manager that more often than not WHSmiths take up two car parking spaces which impacts on space for their day time deliveries'. Linen direct have two skips in the loading bay area and storage for cardboard containers.

#### **4.2.4 Other stakeholders consulted**

##### ***4.2.4.1 Vision Homes Ltd***

Vision Homes Ltd is the property developer which is currently building the 23 flats in Tetty Way. Regarding this new building, residents will have the provision of basement/ground floor parking in an existing basement and will have a ramp in and out with a key fob to operate a barrier into the parking area. There will also be a dropped curb from the road for both entry and exit points. The area of access into the parking basement is in between NEXT and Bhs loading bays. Vision Homes maintains that there will be no effect on freight movement or parking in Tetty Way.

During the construction, Vision Homes had approval for one Blue Badge parking bay to be de commissioned (Bromley Council – Dave Chilver) and signage was burnt off. This parking bay may be re-commissioned once the build is complete but it may be relocated.

##### ***4.2.4.2 CB Richard Ellis***

CB Richard Ellis is the Managing agents for Linen Direct and WHSmith located on the 132-138 High Street, Bromley. CB Richard Ellis explained that following consultation with WHSmith they reported that they would not mind sharing their loading bay with another nearby retailer. They said that they would put it to the owners of the land and they in turn would make the decision.

##### ***4.2.4.3 Bromley Council***

Telephone contact was made with Bromley Council regarding the reserved bays for disabled people in Tetty Way:

- There are currently 3 at the North end of Tetty Way and 1 at the South (for theatre use).
- There is access into the theatre from a ground floor door and a lift up to the entrance area.

The Borough confirmed that to their knowledge there had not been problems with the positioning of these bays and had no impact on the loading /unloading in Tetty Way.

##### ***4.2.4.4 Bromley Central Library***

Bromley Central Library have access to their own Council owned loading bay and would not consider sharing this other than the retailers in the Churchill building (Greg's, Phone 4 U; Thornton's, T-Mobile and Coffee Republic). The loading bay is accessed through a barrier, down a slope and through a basement staff car parking area (allocated for Library staff only).The loading bay enables deliveries to be made to the rear of the shops only and directly into the library. It was thought that for this reason it would not be a suitable solution to share with anybody else even if they wanted to as any delivery staff would have to take stock either up Tetty Way, turn right and then onto the High Street or up the steep flight of stairs to the left of the rear of the theatre.

**Figure 4.2: Entrance of the Churchill Theatre's loading bay**



It was reported that the theatre has access to this loading bay with access directly into the building. Often leaflets, brochures and programs are delivered here whilst other deliveries (e.g. stage equipment) are delivered to the stage door.

#### 4.2.4.5 *Delivery staff*

Few delivery staff were consulted directly.

Delivery staff<sup>11</sup> delivering to stores with a private loading bay did not mention problems to deliver this area, whereas delivery staff operating from Market Square<sup>12</sup> complained a lot on the quality of working here. However, they just expressed their wish to see the number of PCNs they receive reduced and that parking attendants should more aware of problems they have to deliver in this area.

They did not propose any solutions.

Delivery staff operating from Churchill Way<sup>13</sup> did not mention any problems.

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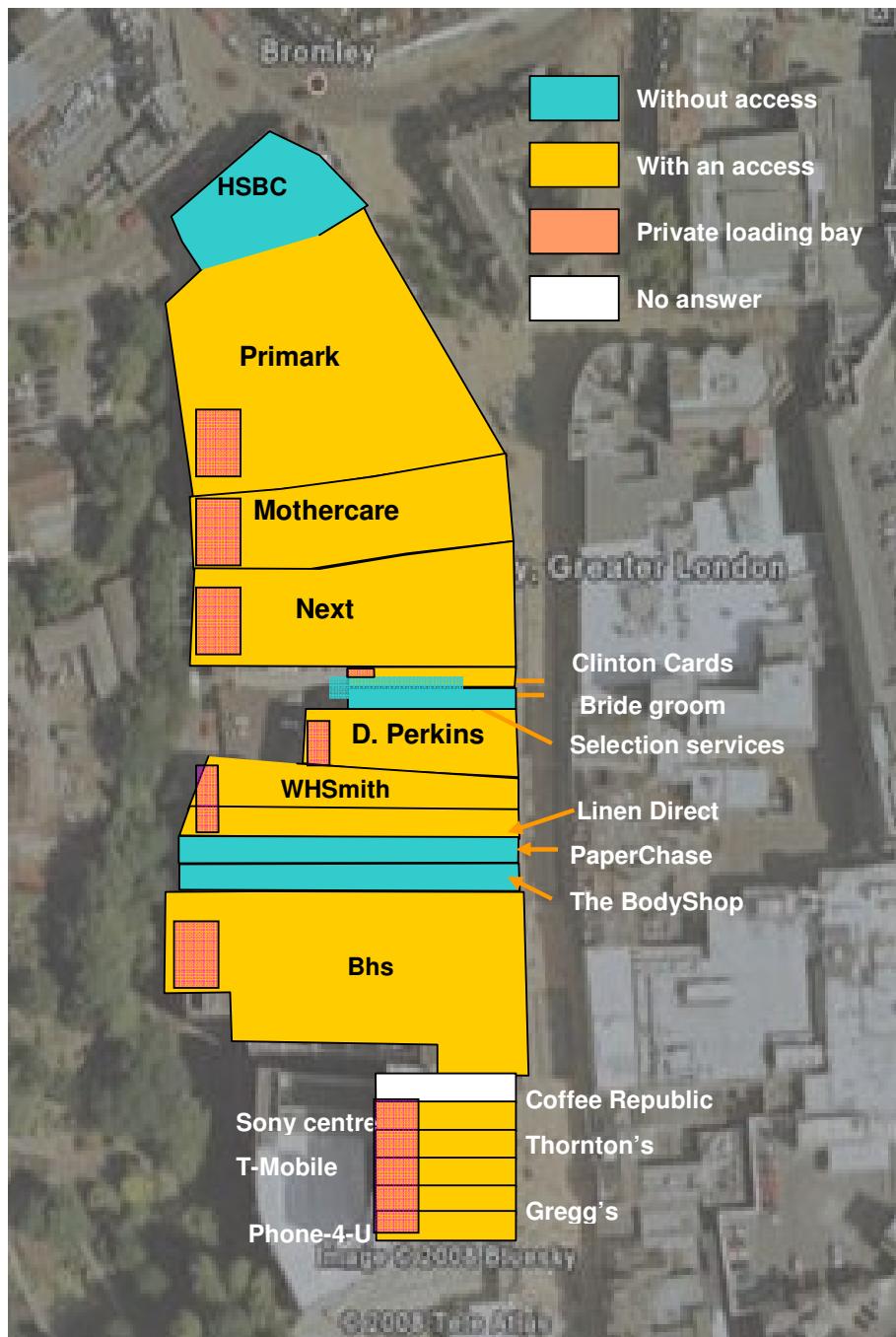
<sup>11</sup> 2 delivery staff consulted.

<sup>12</sup> 3 delivery staff consulted.

<sup>13</sup> 2 delivery staff consulted.

## 5 CONCLUSION AND RECOMMENDATIONS

Figure 5.1: Stores having an access to the loading bays located on Tetty Way



## 5.1 Main Conclusions

- Using the ratios used in table 3.1 and the consultation, we can estimate the total of deliveries from and to Tetty Way.

**Table 5.1: Estimated number of deliveries on High Street<sup>14</sup>**  
**(Stores having a direct access from High Street)**

Category	Number of stores having an access on Tetty Way <sup>15</sup>	Estimated total of deliveries/week	Number of stores not having an access on Tetty Way <sup>16</sup>	Estimated total of deliveries/week
Services	0	0	4	20
Clothes store	6	22	1	4
Leisure/home store	6	30	2	10
General/convenient store	2	10	0	0
Restaurant	1	8	0	0
<b>Grand total</b>	<b>15</b>	<b>70</b>	<b>7</b>	<b>34</b>

*Figures using ratios found during consultations, 2007*

Table 5.1 shows that for stores located on the West-side of Tetty Way, the numbers of deliveries from/to High Street is the double in comparison with Tetty Way.

The fact that some private loading bays are not shared between stakeholders and the fact that design sometimes does not allow stores to receive goods from Tetty Way constrains half of the deliveries to be made from somewhere else, which means a total of more than 10,000 deliveries per year.

- Of the three retailers consulted who had exclusive access to their own loading bay none were willing to consider sharing their loading bay facility with others. Reasons for this were as follows:
  - Wished to ‘protect’ their loading/unloading facility to ensure exclusive access and guarantee their deliveries.
  - Health & Safety reasons.

Of the six of retailers who had no access to a loading bay, all conceded that even if they were offered shared access to a loading bay it would not be possible for them to use it as they had no rear access to their store or if they did have rear access, access for delivery of goods was technically impossible.

Of the three retailers who already shared access to a loading bay one stated that they would consider sharing with others. The retailer who did not want to consider sharing with additional retailers received goods from different couriers throughout the day and at infrequent times which contributed to a demanding schedule of receiving

<sup>14</sup> The different consultations made on High Street within the framework of the South London FQP activities (mentioned in the methods section) revealed these following ratios. The estimated number of deliveries per week per category of stores is: Services: 5, Clothes stores: 3.7, Leisure/home stores: 5, General/convenient stores: 5, Restaurants: 8.

<sup>15</sup> Clothes stores: Primark, Mothercare, Next, Arcadi Group (\*3) / Leisure & home stores: Clinton cards, Linen Direct, Bhs, Sony Centre, T-Mobile, Phone 4 U / General, convenient & food stores: WHSmith, Thornton’s / Restaurants: Greggs.

<sup>16</sup> Services: HSBC, Selection service (\*3) / Clothes stores: Bride Groom / Leisure & home stores: PaperChase, The Body Shop / Restaurants:

goods. The retailer who expressed the view of sharing further with other retailers received the bulk of their deliveries at night.

## 5.2 Key drivers

Following consultation with stakeholders it became apparent that only one retailer, WHSmiths, expressed a willingness to extend the share of their loading bay to other retailers. The owners of the land leased by WHSmiths were contacted as part of the consultation process through the managing agents, CB Richard Ellis. Details of the research were communicated to the agents specifying the agreement of WHSmiths to share their loading bay facility with retailers in addition to the existing retailer, Linen Direct. CB Richards Ellis agreed to communicate this to the owners and seek their approval and to pursue the arrangements. However, at the time this report was written no response had been received despite follow up telephone calls and emails.

## 5.3 Key barriers

Following consultation a significant number of barriers to retailers sharing a loading bay facility on Tetty Way became apparent:

- Many retailers said that they would lose their exclusive access to their loading bay and this would undermine their existing delivery schedule. A schedule that they were already satisfied with.
- Many retailers said that they would lose the flexibility of times of deliveries that comes with having exclusive access.
- Retailers did not want to jeopardise losing their exclusive rear access as they may have to rely on some deliveries coming to the front of the store. They did not want to experience the delays inherent in the permit application process when applying for a permit to receive goods from the High street.
- Retailers were aware of the seasonal changes associated with deliveries (such as Christmas time) and wanted to be confident that they could guarantee regular rear access to ensure the delivery of their stock at any time of the year.
- Some retailers cited Health & Safety reasons for not agreeing to share their loading bay emphasising that it would be unclear whose responsibility it would be to maintain Health & Safety regulations.
- Those retailers located in the Churchill Building already share joint loading bays in Tetty Way and do not think that there would be the capacity to open the loading bay up to others.
- The loading bay area at the rear of the shops is also used for some selective staff parking and the location of skips used for refuse. This limits space for additional vehicles to make deliveries.

## 5.4 Recommendations

- In order to go further in the possibility of sharing the private loading bays, this research recommended that the local authority / SLFQP approach retailers who are ready to share their loading bay with other retailers/freight operators.

- In addition, as the consultation showed that some retailers did not feel their voice is heard by the Council, we recommended to the local authority it organizes a local forum with retailers located all around High Street, delivery companies and the Transport Planning Division of Bromley Council in order they can share their feelings with loading and unloading concerns.
- The consultation also showed a lack of communication between retailers which reduce the potentiality to share their loading bays. In order to facilitate the dialogue between retailers, the Chamber of Commerce and the local authority could organize network meeting for retailers. It is indeed essential for the local authority that business work together to optimise the freight deliveries. This way of working could also be a good opportunity for businesses to start discussion about consolidation centre.
- The investigation into the possibility of sharing private delivery bays on Tetty Way was carried out in parallel with improvements to the enforcement of the loading bay in Market Square and the instatement of a short stay parking bay for car drivers so that they have no excuse to park in the loading bay any more. The consultation carried out in this research suggests that better access to the existing loading bay is the most beneficial outcome for retailers and delivery companies operating in Bromley and so we recommend that the availability / abuse of the existing loading bay on Market Square is monitored in order to assess if this is sufficient to improve the local delivery situation or if further future actions regarding the supply of loading bays need to be considered.

# APPENDIX

## 1. Characteristics of stores consulted

Store	Usual Means of Access			Deliveries/week			Access to Loading bay		On-street parking for deliveries
				Daily		Night	Yes	No	
	Front	Rear i.e. Tetty Way	Ground Floor Access	1x weekly	2-10x weekly	>10 week			
Clinton Cards	✓	✓	✓		✓			✓	✓
Dorothy Perkins		✓	✓		✓		✓		
Bride & Groom	✓					✓		✓	✓
Hayes	✓				✓			✓	✓
NEXT		✓	✓		✓		✓		
Paperchase	✓		✓		✓			✓	✓
Bhs		✓	✓		✓		✓		
Thornton's			✓	✓			✓		
Prêt-a Manger	✓		✓	✓					
Sony		✓	✓		✓		✓		
The Body Shop	✓				✓			✓	
WHSmiths		✓				✓	✓	✓	
Linen Direct		✓			✓			✓	
PRIMARK			✓		✓			✓	

## 2. Discussion Guide used for the consultation

### Private loading bays on Tetty Way Consultation

*(London borough of Bromley)*

### ***Discussion guide for Businesses / Commercial activities***

#### **✓ Where is the business located?**

Name	Company	Position

- Name of respondent? Position?
- Are decisions relating to the delivery of goods, and to stock-holding strategy, in relation to the business location, the responsibility of anyone else in the company? [for e.g.: a logistics director, a regional retail manager etc.; to whom does the respondent report on such matters?] Or is another company in charge of the transport of the goods? And who is the contact? (Own account? / Hire & Reward?)
- Name of company? Nature of business / Brief description of goods received?
- Is the business part of a larger precinct or shopping centre, or does it receive goods independently? Are there any other constraints on the extent to which the respondent / the company can make decisions in relation to logistics strategy and practice?  
[Prompt for any information on load factors of vehicles actually delivering to the site.]

	<b>Where loading/unloading can be operated? Are there rear access facilities?</b>
	Please provide details below

	<b>Do delivery staff use Tetty Way to load and unload?</b>	
	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>

Please provide details above

	<b>If 'No', where delivery staff usually load and unload?</b>	
	Please provide details below	

#### **✓ Current deliveries servicing within the area**

	<b>What time do you receive goods and how many times a day?</b>
--	---

Morning	<input type="checkbox"/>		Please provide details here
During the day	<input type="checkbox"/>		
Evening	<input type="checkbox"/>		

**How regularly do you receive deliveries?** Please provide details below

- Frequency of deliveries: How key is current delivery frequency to your business
- Time window issues: In what time windows are goods currently received? [Are goods received 24 hours a day, 7 days a week? What are the local restrictions on delivery times?]
- To what extent is the timing of current deliveries crucial, and in what way?

	<b>From which location(s) are your goods / supplies delivered from?</b>		

- How much staff resource is taken up with activities related to the control of the loading/unloading operations? [Again, an estimate of percentage?]

	<b>Do you receive goods / supplies:</b>		
independently	<input type="checkbox"/>		Please provide details above
part of a larger precinct/shopping centre	<input type="checkbox"/>		
Other	<input type="checkbox"/>		

	<b>What is the nature of the goods you regularly receive?</b>		
Fresh goods	<input type="checkbox"/>		Please provide details above
Frozen goods	<input type="checkbox"/>		
Quick-perishable goods (vegetables, bread...)	<input type="checkbox"/>		
Stationery	<input type="checkbox"/>		
Brewery	<input type="checkbox"/>		
Clothes	<input type="checkbox"/>		
Chemist/pharmacy	<input type="checkbox"/>		
Other	<input type="checkbox"/>		

- *Nature of goods:* Are there any specific handling or docking requirements for deliveries, due to the nature of the goods, or the vehicles in which they are delivered? Are there any specific storage requirements for the goods?
- Are there any particular security requirements for the goods whilst they are in transit, or being stored, as a result of their nature or value?
- Are there restrictions as to the extent to which goods can be mixed in a consignment with other goods, either due to the nature of the goods, or the way in which they are packaged and/or transported?

	<b>What type of vehicles are your goods delivered in?</b> (i.e. size of vehicle?, are they temperature controlled ?, are they specialised in any other way ?).

- *Type of vehicles used:* Size(s) of vehicle, rigid / artic. Are vehicles required to be specialised in any way? [e.g. refrigerated / chilled / special compartments / special racking systems etc.]

	<b>In what type of units are your goods delivered? And in how many units normally? How many times a week do you receive these?</b>		
	Roll cages	<input type="checkbox"/>	
	Pallets	<input type="checkbox"/>	
	Hanging racks	<input type="checkbox"/>	
	Other	<input type="checkbox"/> ➔	

Please provide details above

	<b>Is reverse logistics (i.e. waste disposal/recycling) incorporated into your delivery systems? And why?</b>		
	Yes	<input type="checkbox"/>	
	No	<input type="checkbox"/>	

Please provide details above

- *Reverse logistics considerations:* To what extent is reverse logistics involved in your operation / your responsibility? [This might include returns, the return of pallets and packaging, the removal of waste, the recycling of waste etc.]

<b>✓ Business requirements in terms of sharing the private loading bays</b>			
<b>✓ What do the company think about sharing the private loading bays located in Tetty Way?</b>			

	<b>If delivery staff use Tetty Way to load and unload (3<sup>rd</sup> question from the beginning of this questionnaire), would you be interested in sharing your loading bay with other freight transport operators? And why?</b>		
--	--	--	--

	Please provide details below
	<b>If 'No', would you be interested in receiving goods in Tetty Way? And why?</b>
	Please provide details below

- *The profile of the sustainability agenda: [Find out, beforehand, what the company's policy is towards carbon emissions and sustainability, and the level of importance that such issues have.]*
- *To what extent is there such pressure from other partners in the supply chain, from competitors, from customers etc? Is there any sign, either from within the company, or from outside, that this might change in the future? [Adopt the same line of enquiry in relation to visual intrusion, noise and congestion.]*

Finally, could you please nominate someone in your company who might be able to provide us with more detailed information on the routing and scheduling of your deliveries? *(if necessary)*

Name:

Tel.:

Email:

Remember to say - Many thanks for your help  
 Don't forget to give your contact details and links about the  
 South London Freight Quality Partnership ([www.southlondonfqp.com](http://www.southlondonfqp.com))