

A Pilot Delivery Servicing Plan for TfL's Palestra Offices in Southwark : A Case Study

Key results and achievements (to date)

- Deliveries reduced by 20%
- Catering supplies deliveries reduced by 40%
- Archives/records deliveries reduced by 40%
- Stationery supplies deliveries reduced by 40%
- Deliveries made by FORS-registered operators – 33%
- Significant increase in materials recycling and reduction in waste generated

The business and environmental efficiencies described in the creation of the London Freight Plan are being realised by TfL on its doorstep with the implementation of a Delivery and Servicing Plan (DSP) for one of its own buildings.

DSPs are a key tool in delivery of the Freight Plan, designed to cut CO₂ emissions, congestion, collisions and overall freight costs by reducing delivery trips (especially during peak periods) and ensuring use of safe and legal loading facilities.

DSPs comprise a number of measures including delivery reduction, consolidation of deliveries and increasing out-of-hours delivery activity.

TfL's Surface Transport Directorates moved to the Palestra Building, at Blackfriars Road, Southwark in 2008 with 3,000 staff making the move from a number of locations across the Capital between May and October. The building is also home to the London Development Agency (LDA). The move and how the occupied building would operate was 18 months in the planning with the DSP instrumental in the decisions taken.

"This provided us an opportunity to understand issues associated with implementing DSP principles in a live environment and to demonstrate the benefits of DSPs," says Joe Dack, Freight Project Manager TfL Freight Unit, who is leading the DSP work.

Key to the development of the DSP for Palestra has been close collaboration between TfL's Freight Unit, Group Property & Facilities, the Procurement team and the suppliers who service and, in many cases, made daily deliveries to the building before the plan came into effect.

"Our starting point," explains Dack, "was to establish exactly how many deliveries were made to the building each week. Analysis of Palestra's supply chain and how we expected Palestra to work with centralised facilities' management showed that it was around 250.

"We set ourselves a target of reducing deliveries by 10 per cent overall through the implementation of a DSP. That target has been bettered already with deliveries down by 20 per cent to fewer than 200 per week."

Reductions have been driven by a number of factors: the way the building and facilities are set up and a series of changes to the way materials and supplies are ordered and deliveries managed.

Palestra management built around DSP

According to Esther Sharples, TfL's Head of Facilities Operations, many of the things Dack was asking for to support the DSP constitute best practise in facilities management.

Much of the planning work has focused on centralisation. Examples include central storage and management of consumables such as paper, toner and catering supplies (tea, coffee, milk and sugar, etc) resulting in a more cost effective service from suppliers and fewer deliveries.

"We want to achieve optimum efficiency through the DSP & related facilities measures without impinging on the level of choice and quality of service that Palestra-based staff have come to expect," says Dack.

Responsible Procurement

Responsible Procurement procedures are also expected to make a major contribution to the future effectiveness of the DSP. "They provide the opportunity to bring all elements of sustainable freight policy together," says Dack, "by specifying contracts with suppliers using vehicles which are Freight Operator Recognition Scheme (FORS) compliant."

FORS is the TfL-devised and unique, industry-led membership programme involving freight operators, users and transport industry agencies, It will benefit London as a whole by encouraging freight companies to prioritise safety and reduce their impact on the environment.

Currently, 33 per cent of deliveries to Palestra are undertaken by FORS registered operators. One such is Paper Round which handles waste management for Palestra, operating with FORS compliant vehicles. "We hope to see similar provision in all the contracts we let going forward," explains Dack.

TfL has led the way in Responsible Procurement, covering areas such as: fair employment practices; workforce welfare; strategic labour needs; supplier diversity; community benefits; ethical sourcing; and environmental sustainability.

"We've made great progress in many areas," says Roger Tedder, Head of Procurement Best Practice in Group Procurement at TfL. "In the area of environmental sustainability, FORS membership is the next big thing we're taking on and embedding in our buying approach.

"The scheme provides an excellent framework for best practise in freight operations and we are intending to include it in future framework agreements and contracts we set up across TfL. Our aim is that eventually all suppliers to Palestra will be FORS registered."

“We need, and are getting, the support of the Modes and their employees,” says Tedder. “That support and getting the communication right – telling people what we’re doing, what the benefits are and what they can do are the things that really make the difference.”

DSP saves on stationery

Working together under the DSP, TfL and stationery supplier Banner have been able to cut Palestra deliveries from twice daily, to just three visits a week – Mondays, Wednesdays and Fridays.

Moreover, the positive effects of the DSP are being experienced beyond Palestra. Banner supplies stationery across TfL, under an organisation-wide contract. It has now switched to a three-times-a-week delivery pattern across the whole estate.

TfL Procurement Officer Stephen Spencer says: “Banner’s support and responsiveness to our needs has helped create a much more efficient, cost effective and sustainable system.

“They could see for themselves the benefits of fewer deliveries in fuel and emissions savings. And from our point of view, we’re seeing these savings coming through in product pricing and contract management fees.”

DSP lowers records

TfL Record Storage Services, whose paper records are stored with Crown Records Management in Ruislip used to make daily deliveries to Palestra.

Now thanks to the agreement set up under the DSP, and with the co-operation and support of TfL’s Palestra-based staff and Crown, deliveries have been cut to three times a week – Mondays, Wednesdays and Fridays.

According to Andrew Christodoulou, TfL’s Record Service Supervisor, the system is working well.

“The odd wrinkle, when people have an urgent requirement outside delivery windows, is easily dealt with via our emergency retrieval service, but that’s the exception rather than the rule,” he says.

“Apart from the obvious benefits of fewer deliveries, all Crown’s vehicles – Transit-type vans – run on LPG so there are also some clear dividends for environmental sustainability.”

Sodexo aims to build on DSP gains

Catering supplier Sodexo is aiming to build on the gains made through the DSP for Palestra with intensive data collection to support further changes to its operations at the building. Now the company is aiming to make further reductions in vehicle movements and in waste minimisation.

Palestra-based Sodexo staff are gathering data on the number of deliveries to site, and on the amount of waste sent to landfill, specifically: paper towels, aluminium drinks cans, plastic bottles and salad and fruit packaging. This is helping identify baseline data upon which tangible reduction targets can then be set.

Paul Bracegirdle, Sodexo’s Environmental Manager, explains: “It’s a simple data gathering system that enables us to quantify the benefits of any improvement actions implemented at TfL as well as raising awareness amongst staff through the communication of facts and figures.”

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