

Organisation	Key survey results and notes	Opportunities
<p>Guildhall – Offices of the City of London Corporation.</p>	<ul style="list-style-type: none"> • Catering deliveries make up 35% of all vehicle visits • Mail deliveries and collections make up a further 28% • Note that catering deliveries are directly affected by the number and type of events taking place at Guildhall. • The proportion of personal deliveries was not as high as anticipated, but tends to peak around Christmas. • Most deliveries and servicing trips take place in the morning. 39% of servicing/maintenance trips take place between 7am – 9am, coinciding with the morning peak. • Around 60% of vehicle movements are by van. A further 30% are HGVs, with the remainder by other modes. 	<ul style="list-style-type: none"> • Opportunities exist for the use of an off-site consolidation centre, possibly the London Boroughs Consolidation Centre piloted by LB Camden. This could be linked to measures to use lower-emission vehicles. • Opportunities for the sorting of mail off-site may exist, with a single daily delivery to Guildhall taking place. This has the potential to remove up to 17 vehicle visits per week. • Shifting routine maintenance visits to off-peak hours may be possible. Changes would have to be negotiated with individual suppliers. • Actions at Guildhall may also be applicable for Walbrook Wharf.
<p>Walbrook Wharf accommodates offices of the City of London Corporation, as well as a small number of other organisations. The building also incorporates the City's Waste Transfer Station, which is operated</p>	<ul style="list-style-type: none"> • 107 movements were recorded the two week recording period, with 64 movements in the first week, and 43 in the second. These counts do not include waste vehicles in and out of the waste transfer station. • All deliveries were made during the standard working week (Monday to Friday) and between 07.30 and 17.30. No deliveries were recorded outside of these times • 73% of the total movements recorded on site were made before midday. • 41% of items were directly addressed to Amey (who also occupy the premises and operate City waste collections) compared to 28% addressed to various City of London 	<ul style="list-style-type: none"> • Consider utilising the London Boroughs' Consolidation Centre based at Edmonton to consolidate deliveries into the building. This could include all tenants, irrespective of individual budgets, procurement arrangements and preferred suppliers. Co-ordination with arrangements at Guildhall would maximise the benefits for both sites. • Investigate further opportunities to collect or deliver to other City of London sites such as Guildhall, Mansion House or other identified City of London owned locations to act as a mini consolidation centre within

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by Amey.	<p>Corporation offices or workers</p> <ul style="list-style-type: none"> • Personal mail - where the package was clearly identified as such - totalled 11 of the 107 movements (10.3%). This would typically increase near Christmas. • Outgoing mail from the City of London Corporation is collated at Walbrook Wharf and walked up to Guildhall for collection. • The City of London Police and Thames 21 who also occupy these premises recorded 3.7% & 1.9% respectively • Vans were the most significant mode of transport with 80 entries identified out of the 107 made. 	<p>the City.</p> <ul style="list-style-type: none"> • Investigate whether greater collaboration between suppliers can be created regarding replacement parts. • Identify whether the goods are genuinely time critical and if not so, possibly re-schedule to an alternative time outside of peak hours. • Carry out a staff survey to establish whether staff would use existing click and collect facilities at transport hubs outside of the City, and establish any barriers to using these facilities. • Develop and design internal communications to encourage staff to use the click and collect options situated outside of the City.
Barbican – A multi-venue arts and culture complex containing several bars, cafes and restaurants.	<p>As individual events vary so significantly in their delivery and servicing requirements, the Barbican case study focussed on servicing the catering side of the centre, which has more regular and manageable delivery patterns.</p> <p>The study found that;</p> <ul style="list-style-type: none"> • 85% of all deliveries are undertaken before 11AM • There are no evening peak time deliveries • 80% of deliveries are regularly scheduled, as opposed to 	<ul style="list-style-type: none"> • Delivery consolidation through procurement presents the biggest opportunity for the Barbican. • There is scope for more co-ordination of deliveries between catering outlets – demonstrated by several suppliers delivering the same produce.

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	<p>ad-hoc</p> <ul style="list-style-type: none"> • 56% of all delivery timings to the kitchens are controlled by the supplier or their delivery agent • Some produce type deliveries occur twice a day, from different suppliers • Many of the delivery timings are driven by the times of fresh food markets. 	<ul style="list-style-type: none"> • To date, little co-ordination has taken place – this was the first joint data collection exercise that has taken place. • There are limited opportunities to easily re-time deliveries – the Barbican has a large residential population, so out of hours deliveries may not be as easy to adopt as elsewhere in the City.
<p>Linklaters, a global legal company, is the sole occupier of premises on Silk Street.</p>	<ul style="list-style-type: none"> • Linklaters occupy and operate two buildings, Silk St and Milton St. The buildings each have their own loading bay. • 581 movements were recorded during the two week data collection exercise. • Of the 581 movements, 51 were recorded as HGV/Lorry (3.5 tonne – 26 tonne), 281 were vans (up to 3.5 tonne). • 127 were recorded as ‘on foot’ of which some may have had vehicles but parked elsewhere. Cycles and motor bikes accounted for 74 and 36 respectively. • Deliveries are received between two loading bays. The Silk St loading bay received 91.7% of all the deliveries with Milton St receiving 8.3%. • Milton St deliveries were all non-food with documents and paper accounting for 23 of the 48 movements entered. Silk St received 130 catering deliveries out of 533 movements and 228 entries recorded as parcels or boxes. 	<p>The data captured through the freight survey will be reviewed at a future internal sustainability meeting.</p> <p>Opportunities for rationalisation exist in the procurement of catering and general office supplies.</p> <p>Catering supplies</p> <ul style="list-style-type: none"> • Investigate areas of opportunity to deliver orders on agreed specific days of the week, rather than every day. This may increase order size but reduce the frequency of vehicle movements. • Decrease number of like for like deliveries such as drink suppliers which currently is 7 separate companies. Set a target to reduce down to 3.

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	<ul style="list-style-type: none"> The courier City Sprint was the highest frequency visitor with 120 entries within the Silk St diary. At the Milton St loading bay, Shred First made 8 visits and City Docs were next highest with 7 visits. 	<ul style="list-style-type: none"> Investigate if deliveries can be moved away from peak delivery hours but utilise less congested periods of the day or evening? Discuss with suppliers the options of alternative fuelled vehicles for deliveries within peak periods. <p>General office supplies</p> <ul style="list-style-type: none"> As with catering above, investigate areas of opportunity to reduce order frequency by requesting orders on agreed specific days of the week, rather than every day. <p>Orders such as paper and stationery could be consolidated and delivered in one vehicle, as opposed to small and frequent deliveries.</p>
Citypoint is a large multi-tenanted building near Moorgate station.	<ul style="list-style-type: none"> 1610 movements were recorded over two weeks, of which 1247 were recorded as vans (up to 3.5 tonnes). Lorries (3.5 – 26 tonnes) made 162 movements, all of which were made to the rear loading bay. A small number of reception deliveries were made and were recorded as 'on foot'. 772 or 66% of the van movements were to deliver letters or parcels. Food deliveries accounted for 301 of the overall 1610 	<p>Citypoint building management to arrange for data capture results to be an agenda item at next tenant meeting for initial feedback regarding identified problems and proposed solutions.</p> <p>Potential solutions will have the greatest impact where there is co-ordination between tenants to reduce delivery movements.</p> <p>Personal deliveries</p>

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	<p>movements. 83 were made by lorry and 209 by vans. Data suggests that a fair proportion of these are bespoke food companies delivering speciality foods rather than larger corporate catering companies.</p> <ul style="list-style-type: none"> Personal deliveries were also highlighted as the greater proportion of those items delivered as boxes or parcels, possibly as much as 60%. 	<ul style="list-style-type: none"> Identify existing click and collect locations which offer locations around public transport hubs outside the City Carry out a staff survey to establish whether staff would use the existing click and collect facilities closer to their home and establish any barriers to using such facilities? Develop and design internal communications for staff to encourage the use of the click and collect options outside the City. <p>Office deliveries</p> <ul style="list-style-type: none"> Tenants should look to identify where like for like goods (i.e. paper) could be consolidated amongst them. <p>Food Deliveries</p> <ul style="list-style-type: none"> Bespoke food service orders should be investigated further, to establish whether the same volume and quality can be delivered to the different tenants but using fewer companies Catering deliveries could be consolidated. As an example, the building receives five different dairy companies delivering to five different tenants, whilst three different

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		<p>bread suppliers deliver to three different tenants.</p> <ul style="list-style-type: none"> Following potential agreement on the above, tenants should look to negotiate new service level agreements with suppliers with the possibility of alternative fuelled vehicles for deliveries, as per a CSR (Corporate Social Responsibility) vision.
<p>Land Securities (140 Aldersgate) – 140 Aldersgate is a smaller multi-tenanted building.</p>	<ul style="list-style-type: none"> 149 vehicle movements were recorded over 9 working days. Over 78% of the movements captured were made by vans, with the second largest, 15% arriving by bike <i>Addison Lee</i> was the most frequent visitor delivering to site, attending 27 times out of the 149 (18.2%) vehicle movements 7 of the most frequent 10 delivery companies were national parcel operators Deliveries or collections made by the larger vehicles made up only 3 of the 149 entries or 2%. This is likely to be due to the lack of catering on-site. Whilst the data collection did not disaggregate personal deliveries from corporate post, it is likely that a proportion of the 107 boxes and parcels were for individuals and not a company. It is expected that these deliveries would peak around Christmas. 	<ul style="list-style-type: none"> Arrange for data capture results to be an agenda item at next quarterly tenants meeting for initial feedback regarding identified problems and proposed solutions Investigate possibilities for greater collaboration between tenants regarding deliveries with attention focused on two key areas: <ul style="list-style-type: none"> <i>General office supplies</i> – Investigate areas of opportunity to deliver orders on agreed specific days of the week, rather than every day. This increases order size but reduces the frequency of vehicle movements <i>Personal deliveries</i> – Identify to what degree this may be happening. Could these movements be reduced or removed by encouraging staff to look for alternative drop-off

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		<p>locations outside of the City and closer to their home?</p> <ul style="list-style-type: none"> • Carry out a staff survey to establish whether the businesses currently have personal deliveries at work and if so, whether they would consider using click and collect facilities closer to home? • Develop and design internal communications for staff to encourage the use of the click and collect options • Explore the possibility that suppliers may have alternative-fuelled vehicles for deliveries, as per a Corporate Social Responsibility (CSR) vision • Investigate the possibility of negotiating a contractual clause with Addison Lee to use low –emission vehicles for deliveries and collections.
<p>Cheapside Business Alliance Business Improvement District – looking at retail in the Cheapside area.</p>	<p>The lessons from this case study apply to several retail sites across Cheapside and the City. As retail operations have a much higher dependency on supply and logistics, the case study focussed on one aspect of the operation – storage.</p> <ul style="list-style-type: none"> • 20% of vehicle movements in a typical week (c40 movements) are simply to collect empty storage containers which the shops cannot store themselves. • A lack of storage space, combined with limited waiting 	<ul style="list-style-type: none"> • Utilising space within their other local stores to which the storage boxes could be manually moved. • Investigate local shared storage space for many businesses for roll-cages, pallets etc., with the costs being offset by the reduced costs in vehicle movements. This could be brokered via the CBA. • Introduce restocking staff super-teams,

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	<p>and loading times means that delivery vehicles must visit twice to be able to collect all required materials.</p>	<p>where the shelves can be restocked and the empty pallets returned on the same vehicle within a 40 minute loading space deadline.</p> <ul style="list-style-type: none"> Investigate possibility of requesting longer loading restrictions to allow vehicles to wait for longer than 40 minutes.
<p>Museum of London – large museum with over a million visitors a year. Also hosts meeting and conference spaces.</p>	<ul style="list-style-type: none"> 83% of all deliveries are before 2PM 59% of deliveries are not regularly scheduled Relatively few couriers/delivery companies are used – there may be opportunity to work with these suppliers on the use of low emission vehicles. The on-site caterer (Benugo) received approximately half of all deliveries to the museum. Management of these deliveries could produce the greatest benefits. Most deliveries come direct from the suppliers, suggesting off-site consolidation for this and other stores may be a possibility. Approximately half of all deliveries to the caterer are controlled by the supplier/courier, with the other half being controlled by the caterer themselves. Deliveries arranged by the caterer are likely to be the easier ones to manage 	<ul style="list-style-type: none"> Work with suppliers to avoid deliveries during the morning peak (7 – 10am). On-site caterers to explore consolidation opportunities between other restaurants in the City to reduce the numbers of vehicle movements. Relationships with most frequently-used courier companies to be used to explore possibilities of requesting low-emission vehicles to make deliveries.
<p>A major international bank employing 7000 people in the City, spread between two sites. [Note that</p>	<ul style="list-style-type: none"> There were, on average, 23 deliveries per day to building 1 and 24 deliveries per day to building number 2. E-Courier delivered the most parcels (193) at Building number 1, Baxter Storey (Catering) had the most deliveries (195) to building number 2 with Royal Mail following closely (192). Staff food deliveries far surpassed any other delivery type 	<ul style="list-style-type: none"> The greatest opportunities to manage deliveries will come from joint management of the two sites, with one site receiving most deliveries and acting as a mini-consolidation centre for both sites. Further investigation of how staff food is delivered, with actions to promote foot or

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the organisation has been anonymised pending final approval to publish the case study.]	<p>with approximately 525 deliveries over the one month period at building number 1.</p> <ul style="list-style-type: none"> • Catering deliveries approximately make up 48 out of all deliveries in the given month. 	cycle delivery as required.