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Villiers Street Delivery and Servicing Study -

Toolkit approach document
June 2017

Northbank Business
Improvement District

Our ref: 22907402





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- B Computer Generated Image – Villiers Street improvements**
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- D Template of supplier survey questionnaire form**
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- F Toolkit leaflet for delivery and servicing**

Executive Summary

Introduction

The introduction of Air Quality Standards Regulations in 2010 and the Mayor of London's objective to tackle harmful emissions means there is a growing need for Business Improvement Districts (BIDs) across central London, including the Northbank BID, to address freight operations at a local level. Villiers Street is one of the busiest streets in London for a range of road users, primarily due to its strategic location in the City of Westminster and its vibrant daytime and night-time economy attracting many different user groups.

Methodology

Northbank BID commissioned Steer Davies Gleave to review the current delivery and servicing regime, working alongside the businesses, and identify area-wide recommendations to reduce the negative impact of freight operations. Using a bespoke survey incorporating the Transport for London (TfL) Waste survey methodology, information was collected on the most generic goods/service types (with the greatest opportunities for consolidation).

Regular goods suppliers & services

The 38 businesses surveyed on Villiers Street currently have 77 unique known suppliers for the following common goods / service types: milk, fruit, tea / coffee, stationery, newspapers, cleaning products, disposable paper products and courier collections and therefore there were large opportunities for consolidation.

Suppliers within each category were contacted to obtain general information on their environmental credentials and business activity in Villiers Street. Up to three 'preferred' suppliers were identified within each category to recommend for use by Villiers Street businesses to help encourage consolidation, based on information provided from suppliers, but also their current delivery frequencies and existing customer satisfaction levels. Some businesses are unable to change due to decision-making control being outside of their branch, but conversely even some of the chain stores were able to influence such decisions. An additional barrier to consolidation is that some businesses needed a bespoke supplier with particular quality credentials or local location. There are a number of key goods / services to consolidate (due to volumes and ease of consolidation), namely Waste, Milk, Stationery.

Waste and recycling

The 38 businesses surveyed procure 10 unique known refuse contractors in total across various waste and recycling streams. The study identified two recommended waste contractors based on their current client base and / or sustainability credentials.

Summary and recommendations

In addition to the recommendation of reducing the number of suppliers delivering to Villiers Street, retiming and coordinating deliveries with other businesses is a further priority. In some cases there are constraints with this due to staff availability, but the initiative has increased business to business communication, which may help to foster joint solutions (i.e. one business taking receipt of goods for another or providing keyholder access). Bulk buying can also help to achieve lower delivery volumes, however in many cases the businesses do not have sufficient storage space at present let alone to accommodate an increase in volume per delivery.

Future studies of this type should also collate existing goods volumes ordered by type during initial business liaison to enable information on potential area-wide discounts and prices from the suppliers to be obtained. This would encourage more businesses to start negotiating contracts with the shortlisted suppliers once they have the knowledge of potential cost savings to their organisation in switching supplier.

The study also identified infrastructure and public realm measures for Northbank BID to examine in further detail, to help support the measures implemented by the businesses.

Acknowledgements

Northbank BID

The Northbank BID is a business-led and business funded organisation founded in October 2013 to support economic and leisure activities in the community around Trafalgar Square, Strand and Aldwych which is a key gateway in the heart of London. The body works with Westminster City Council, TfL, local residents, businesses and key stakeholders to deliver projects that enhance the local amenity and promote the area as an attractive daytime and night time destination, including initiatives that help to improve freight operations in this highly congested part of London.

Transport for London

TfL are responsible for the day-to-day operation of the capital's public transport network, managing London's main roads and planning and building new infrastructure.

London's population is growing and is forecast to reach 10 million by 2031. This will mean higher demand for goods and services. Freight deliveries are vital to London's sustained economic growth and around 90 per cent of all freight moves by road in London. The freight and fleet team within TfL works to ensure the logistics industry can sustainably serve London's growing economy and population with the right vehicles, delivering in a safe, clean and efficient way, driven by the safest drivers.

TfL have a series of programmes that can help reduce congestion, improve air quality and road safety, and create better trading environments. For more information visit their website: www.tfl.gov.uk/info-for/deliveries-in-london/

Cross River Partnership

Cross River Partnership (CRP) is central London's largest public-private partnership and has been delivering regeneration projects in the capital since 1994. CRP develops and delivers a wide range of innovative pilot projects with, and for, its partners across London. Over the last 23 years CRP has worked very hard to support sustainable growth, improve the economic climate and create attractive, healthy and vibrant places for all those who live in, work in and visit London.

Central London Sub Regional Transport Partnership (CLS RTP) funding program

CLS RTP is a collective of transport specialists from eight central London boroughs convened by CRP on behalf of TfL. The partnership specifically looks at the Healthy Streets approach to transport, encouraging behaviour change and active travel and delivering interventions that make key areas more accessible and pleasant.

deliverBEST

CRP is developing a new approach to engaging businesses. Their Business Efficiency and Savings Tool will start conversations with local businesses and identify actions to help reduce the impacts of delivery and servicing activities. CRP will then work with businesses to help those actions be implemented and deliver the BEST impacts for London. This work is being co-funded by CRP's Mayors Air Quality Fund Clean Air Better Business programme, and CRP's URBACT III programme Freight TAILS project. For more information please contact CRP's Brendon Harper (bharper@westminster.gov.uk) or Charlotte Knell (cknell1@westminster.gov.uk).

Click.Collect

Full details of this additional initiative run by CRP can be seen at Appendix A.

Contact details

Organisation	Head office address	Contact details	Website
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CRP	Cross River Partnership, 5 Strand, London, WC2N 5HR	020 7641 2198 crp@crossriverpartnership.org	www.crossriverpartnership.org
TfL	Strategy and Planning, Transport for London, Palestra, 197 Blackfriars Road, London, SE1 8NJ	freight@tfl.gov.uk	www.tfl.gov.uk/info-for/deliveries-in-london/

1 Introduction

Context

- 1.1 Villiers Street is one of the most heavily used streets in London for pedestrians and is home to around 5,000 employees based at the variety of businesses, which includes large chain stores and independent businesses. The street acts as a key gateway to the West End from Waterloo, Embankment and Charing Cross stations, in addition to its status as a retail and employment destination which results in a vibrant daytime and night-time economy. A culmination of these characteristics results in a significant pedestrian footfall along Villiers Street, with on average circa 86,000 daily two-way pedestrian flows outside Embankment Gardens¹. A map showing the location of the study area is seen at Figure 1.1.
- 1.2 The combination of businesses and high footfall currently presents a constrained environment for effective delivery and servicing operations in the local area. There is a long term aspiration to provide a pedestrian-led scheme for Villiers Street to enhance the experience and safety for those travelling by foot through the area, which requires a significant reduction in the volume of delivery and servicing vehicles along the street to maximise the benefits.
- 1.3 Coupled with this, the Mayor of London has highlighted the strategic importance of tackling nitrogen dioxide levels caused by diesel traffic across the capital and introduced funding specifically to address this (The Mayors Air Quality Fund). Delivery and servicing planning at a local level is a method to enhance the sustainability of freight operations.

¹ Extracted from Table 1 of Norman Rourke Pryme Traffic and Transportation's *Villiers Street 6499/TN01 – Concept Study*, 1 February 2017

Figure 1.1: Villiers Street Location Plan



Phase 1

- 1.4 Steer Davies Gleave was commissioned by the Northbank BID in 2016 to understand the current delivery and servicing patterns of a few key businesses and large delivery generators along Villiers Street. The study identified measures for individual businesses, in addition to businesses working together along the street where there is the potential for a maximum benefit.
- 1.5 Six different organisations were selected to develop bespoke Delivery and Servicing Plans (DSPs) based on various factors, including their volume of freight trip generation, previous involvement with the BID, and type of business operations, to sample a variety of businesses including solicitors, hotel, bar, financial services consultancy, station (including tenants), and property management for several businesses.
- 1.6 The study identified that these businesses are exhibiting good practice in their procurement, delivery and servicing operations, with liaison between themselves in addition to other businesses along Villiers Street. However, several street-wide measures were recommended to reduce the negative impact of delivery and servicing operations. These are outlined in Table 1.1, divided between measures specific to various themes.

Table 1.1: Summary of recommendations from Phase 1 study

Theme	Street-wide recommended measures
Waste and recycling	<ul style="list-style-type: none"> • Installation of recycling compactor, glass crusher and food waste compactors within waste facility • Open up largest business recycling facility to other businesses along street to improve recycling opportunities and reduce volume of waste on street • Procure single supplier for street • Retime waste and recycling collections to avoid waste being left on street for extended periods, particularly during evenings / overnight
Supplier consolidation	<ul style="list-style-type: none"> • Create preferred suppliers for most frequently delivered goods to improve consolidation – fresh foods (milk, fruit, veg), newspapers etc. • Incorporate more shared / essential services into lease for the larger businesses to increase supplier consolidation e.g. housekeeping supplies, cleaning, pest control, waste collection • Create preferred suppliers for most frequently delivered goods – fresh foods (milk, fruit, veg), newspapers etc. • Investigate the use of a single (or two) courier companies for all outbound packages from the street, preferably with low emission fleet
Storage	<ul style="list-style-type: none"> • Seek additional storage for dry goods on Villiers Street to minimise deliveries, potentially within Charing Cross station • Where storage within businesses is sufficient, encourage bulk ordering
Delivery locations	<ul style="list-style-type: none"> • Provide formal loading bays off Villiers Street (John Adams Street and in part of existing taxi bay on Embankment Place under the railway arches)
Delivery timings	<ul style="list-style-type: none"> • Promotion of early morning (pre 08:00) deliveries for scheduled goods • Promotion of the availability of staff on site from 06:30 to suppliers to reduce peak period deliveries • Communicate with suppliers to encourage (not enforce) retiming deliveries to avoid peak periods • Agree a set day for stationery deliveries to once per week
Personal deliveries	<ul style="list-style-type: none"> • Promotion of alternative locations for personal deliveries to staff nearer their homes (not within central London where possible)

Phase 2

- 1.7 Having identified a large number of measures that could bring most benefit to both the businesses and the wider street environment, as highlighted in Table 1.1, Steer Davies Gleave were commissioned by Northbank BID, TfL and CRP to undertake Phase 2 of the project to engage with other businesses along Villiers Street. The scope of the second phase of the study involved the following tasks:
- to make additional businesses along Villiers Street aware of the work undertaken at Phase 1 and the recommended measures;
 - to understand their existing regular goods / services suppliers and waste contractors, and which of them they would be willing to change;
 - engage with a selection of suppliers across core goods types, services and waste, to develop a 'preferred supplier' list to circulate across Villiers Street; and
 - to assist with the co-ordination between the businesses to achieve the recommended changes.
- 1.8 The overall purpose of the study is for the Northbank BID to share its best practice using the Villiers Street 'sample' across the wider BID area, in addition to sharing with other BIDs and town centre management organisations to encourage a review of freight operations by businesses in their local area. The study has therefore been focused on developing an appropriate strategy of reducing delivery and servicing trips that can be effectively implemented beyond the Northbank BID area.
- 1.9 This approach document is a key tool for external organisations to develop their own delivery and servicing review.

Funding resources

- 1.10 Information on additional funding opportunities to support BIDs, boroughs and town centre management organisations to undertake delivery and servicing reviews can be seen at Appendix A.

Report structure

- 1.11 This report is divided into five chapters of which this is the first. The remaining chapters are set out as follows:
- Chapter 2: Methodology;
 - Chapter 3: Regular Goods Suppliers and Services;
 - Chapter 4: Waste; and
 - Chapter 5: Summary and Recommendations.

2 Methodology

- 2.1 This chapter outlines the adopted methodology to achieve the objectives of the second phase of the study. The approach was based on Steer Davies Gleave's previous experience in Villiers Street as part of Phase 1.

Re-engagement with Phase 1 key businesses

- 2.2 A workshop hosted by Steer Davies Gleave and Northbank BID was initially held with eight relevant representatives from a combination of the six key businesses involved in Phase 1, in addition to a TfL representative. The purpose of the workshop was to re-familiarise the businesses (and introduce the study to new employees where there had been personnel changes within the company) with the recommended measures produced from Phase 1, with a particular focus on those applicable across the street rather than unique to individual businesses which were already being discussed. It was discussed whether any measures had been successfully implemented by the businesses, and any significant barriers encountered, for example storage constraints preventing bulk buying.
- 2.3 We introduced the second phase of the study with the purpose to expand the best practice already achieved by the key businesses across to additional businesses along Villiers Street. The material provided to attendees at the workshop included a computer edited image of Villiers Street, to show the difference from an agreed viewpoint on the street between the existing situation and what a future improved street could look like (pre pedestrian-led scheme). This is shown at Appendix B.
- 2.4 The workshop also provided the opportunity to obtain updated information from the key businesses on their suppliers for core goods / servicing categories, including waste contractors. It is likely that some of the businesses may have switched suppliers for some of their regular goods deliveries and servicing needs since obtaining data from the key businesses January – March 2016, due to retendering opportunities and / or changes in personnel within the company.

Engagement of additional Villiers Street businesses

- 2.5 We invited the other businesses within the Villiers Street area to a presentation as part of the regular Villiers Street Forum (business and resident meeting) to introduce Phase 2 of the project, including:
- those located on Villiers Street itself;
 - those located on Embankment Place;
 - retail tenants at Embankment London Underground station;
 - retail tenants at Charing Cross National Rail station (through Network Rail); and
 - occupants along The Arches shopping parade.

- 2.6 Businesses located in these areas were made aware of the presentation through leaflet distribution by the Northbank BID Ambassadors. A copy of the leaflet is attached at Appendix C, which highlights key objectives of the study and a positive comment from one of the Phase 1 key businesses, to illustrate to additional businesses the benefits of joining the initiative. The six key businesses involved in Phase 1 were also invited to attend the presentation.
- 2.7 The Villiers Street Forum was attended by four local businesses. Of these, one was previously involved in Phase 1 (Network Rail) and the remaining three were 'new' interested businesses. The business representatives typically held positions within their individual companies related to either procurement or operations for the larger businesses, or general managers for the smaller businesses who usually oversee all operations. We obtained the contact details for these staff members through:
- leaflet distribution that identified the relevance of the project to employees that have procurement responsibilities and the ability to implement recommendations; and
 - contacts list from Northbank BID for local businesses and / or BID levy payers.
- 2.8 The presentation provided a brief overview of the project (Phases 1 and 2) and the environmental and economic benefits that could be achieved for Villiers Street through liaison with one another. The session highlighted key discussion points from the workshop with Phase 1 key businesses that had previously taken place. The computer edited images (Appendix B) were also circulated to attendees during the presentation to provide visual information.
- 2.9 An interactive session followed on from the presentation during Forum, which highlighted key discussion points from both local residents and business representatives on their opinion of existing freight management practices and areas for improvement.

Supplier surveys and analysis

Questionnaire

- 2.10 A survey was undertaken with the additional businesses to identify their existing waste contractor(s) and core goods / servicing suppliers for the following categories:
- milk;
 - fruit;
 - tea / coffee;
 - stationery;
 - newspapers;
 - cleaning products;
 - disposable paper products (paper towels, etc.); and
 - courier collections.
- 2.11 These goods / servicing categories were selected as they are considered to be common types of products that the majority of businesses along Villiers Street are likely to use and have less variation in terms of quality than some goods types (e.g. meat). These products / services were also identified as the key trip generators in Phase 1.
- 2.12 A template of the questionnaire survey form is attached at Appendix D, which illustrates the following themes were addressed:
- Name of existing supplier for that particular category, to build up a picture of the range of suppliers visiting the street to deliver that particular good or undertake the servicing activity.

- Delivery / collection frequency from the supplier, to help quantify the existing traffic volumes in the area and the vehicle trips and emissions saved as a result of the project.
- Existing customer satisfaction levels with supplier and ability to change supplier, to understand which businesses would be willing to switch suppliers.
- Storage space currently available to each business, to highlight any potential bulk ordering constraints and possible street-wide solutions.

2.13 The latter section of the questionnaire survey form focuses on questions regarding waste operations for the individual businesses, which is based on the template survey form provided by TfL as part of their Waste Consolidation Toolkit. The original TfL survey form is attached at Appendix E. The purpose of the survey form as part of the toolkit is for BIDs or large area landowners to be able to collect background information around current waste practices (across all waste streams), which has been successfully piloted in the West End (Oxford Street and Regent Street) and Fitzrovia. The TfL survey form was included as part of the Villiers Street supplier survey methodology to enable further testing of the toolkit.

2.14 The survey form was distributed to approximately 50 Villiers Street businesses (Phase 1 businesses and additional ones) through email communication, in person at the Villiers Street Forum, or by Northbank BID Ambassadors and Steer Davies Gleave to individual businesses that were unable to attend the Forum. Informal discussions were also held with larger businesses that have an ongoing relationship with the Northbank BID, to yield a greater level of detail on their operations. In the situation that the Phase 1 key businesses had not changed any of their suppliers since 2016, we used the data previously provided from them.

2.15 38 businesses responded to the survey in total (resulting in a 76% response rate), and are categorised under the following business operations.

Table 2.1: Number of surveyed Villiers Street businesses by operation

Land use type	Number of surveyed businesses	Proportion of total respondents
Non-food retailer	12	32%
Food retailer	10	26%
Restaurant / public house / bar	8	21%
Café	3	8%
Offices	3	8%
Entertainment venue	1	3%
Hotel	1	3%
TOTAL	38	100%

2.16 The information obtained from businesses on their existing suppliers was collated into a comprehensive Excel database, to enable identification of the variety of suppliers used by Villiers Street businesses and their delivery frequencies.

Supplier engagement

2.17 Using the schedule of current suppliers provided by Villiers Street businesses, we contacted a number of the suppliers within each of the core goods / service categories that showed a high delivery frequency to the area or currently used by at least one or two businesses. High level information was obtained from the suppliers on their operations in Villiers Street, including the following:

- current and potential delivery times to Villiers Street;
- types of products / services they offer;
- whether they use low / zero emission delivery vehicles; and
- their ability to offer a discount per product for the wider street if additional businesses procured their goods / services.

2.18 It was emphasised that we were not contracting directly with the supplier on behalf of the businesses, but instead to build up an understanding of their existing operations to take forward.

2.19 It is recommended that waste contractors can be tendered for as the next stage due to the service being broadly similar for each business. Businesses would have the ability to opt in to the contract.

2.20 In order to obtain the best price for businesses, and reduce delivery trips, ideally a tendering process would occur for all goods types but due to the variety of products used by businesses, in some cases this is more difficult. As an interim, a supplier shortlist is suggested based on the following factors:

- number of businesses that might need to change supplier;
- use of a sustainable delivery fleet;
- ability to offer delivery times outside of the peak highway network hours; and
- open to the possibility of offering a street-wide discount if additional businesses procured them.

Villiers Street business workshop

2.21 We presented the findings of the supplier survey to businesses at a subsequent workshop held on 27 March 2017, which three Villiers Street businesses attended in addition to representatives from Northbank BID and Steer Davies Gleave. The three business representatives had previously attended the Villiers Street Forum and were responsible for procurement decisions within their organisations. Each core good / service type and waste operations was discussed in turn, to illustrate the volume of delivery vehicles arriving at Villiers Street associated with that particular product / service, and the range of suppliers within the individual categories. The statistics were highlighted to make the business representatives aware of the potential negative environmental impact incurred by the current delivery and servicing regime and encourage them to adopt better practices. The statistics are provided in Chapter 3 of this report.

2.22 Steer Davies Gleave presented information from the supplier engagement previously undertaken and identified the shortlisted suppliers, to discuss the feasibility of the businesses present at the workshop to procure goods / services from them in the future instead of their existing suppliers. The workshop also provided the opportunity to obtain information from the businesses that was not captured on their completed survey forms, for example satisfaction level, and the volumes of products within each category required per delivery or day / week / month.

2.23 Other discussion points during the workshop included suggested improvements to the public realm that could alleviate some of the existing problems related to freight management faced by users of Villiers Street, for example relocating and additional loading bays.

Improvements / lessons learnt

- 2.24 A few areas were identified for improvement during the tasks outlined in this chapter, to assist other BIDs / town centre management groups in refining the methodology for similar future projects.

Adaptations to supplier survey form

- 2.25 The waste section of the survey form is highly detailed and in many cases was not completed by the businesses. Face to face discussion and completion of forms would improve the quality of the data collection.

Business type

- 2.26 Small independent businesses are often run with minimal staff making their time very precious and therefore difficult to engage in surveys. It is therefore important to be realistic with their timescales and potentially be more open with the representatives at the start of the project with their required time to complete the survey form (and answer any potential follow up queries), attendance at two workshops and engagement with 'preferred' suppliers. This would help determine whether efforts should be focused on other businesses which are able to dedicate more time to the project.

- 2.27 Although larger chains may have more time, their ability to change suppliers due to national contract constraints can be less. The study identified however that the Villiers Street branches for some of the national chains are able to exert control over their suppliers, subject to approval by head office and only where economic benefits would arise. It is therefore important to not entirely eliminate national chains from such studies.

Method of communication with businesses

- 2.28 The study identified that providing face to face meetings with the Villiers Street businesses can improve engagement, but requires sufficient time to be able to keep visiting when the appropriate staff member / manager is available. On several occasions upon contacting some of the businesses, particularly within the restaurant, bar and food retailer sectors, the employee responsible for procurement (normally the general manager) was unavailable either due to being occupied with customers during peak hours (e.g. lunchtime peak hour) or working at another branch. Ability to speak to the relevant staff member could be improved by:

- agreeing a suitable date / time in advance to either meet at their premises or speak over the telephone; or
- identifying an alternative member of staff (i.e. Deputy / Assistant Manager) to answer any queries related to suppliers.

- 2.29 The Northbank BID Ambassadors were involved in distributing leaflets to the businesses in person promoting the Villiers Street Forum and the supplier survey forms. This was considered to have a greater response rate than the Steer Davies Gleave project team speaking to business employees over the telephone, as the Ambassadors have a previously established relationship with several of the local businesses and perhaps generated more interest from the relevant representatives when explaining the study aim and objectives. Similar studies undertaken by other BIDs in London would benefit from the use of their Ambassadors if resource was available.

Group engagement

- 2.30 Personnel from only three businesses attended the workshop to discuss the findings from the supplier surveys. The low attendance rate demonstrates that businesses did not place the project high on their agenda, most likely due to limited staff time and their perception of changing suppliers as additional effort to their existing tasks at the workplace. A higher attendance rate at follow-up workshops for similar future studies could be achieved by:
- hosting the workshop after more information is obtained from suppliers on potential discounts they could offer, which could be seen as a more tangible benefit to the businesses; or
 - engaging in individual discussions with business representatives to discuss benefits specific to their organisation, rather than a workshop with a wider audience.

3 Regular Goods Suppliers and Services

Introduction

- 3.1 The results of the surveys from 38 respondents and information extracted from the selected suppliers has been presented for each 'core' good / service category in turn in the following narrative. These goods / services were chosen to focus on due to:
- their typically high delivery frequency, offering the potential for a higher reduction in vehicle trips following consolidation;
 - their transferability and least unique characteristics, offering a higher potential for businesses to be comfortable in switching suppliers; and
 - their similarity in quality across different suppliers (i.e. milk is likely to have the same quality across different suppliers), again offering a higher potential for businesses to be prepared in switching suppliers.
- 3.2 The key findings from the supplier surveys for core goods / services are summarised in Table 3.1. The recommendations for Villiers Street businesses are then discussed in turn through the remainder of this chapter, identifying the shortlisted suppliers for each goods / services category.
- 3.3 We contacted approximately 20 suppliers in total across the core goods / services categories to develop a 'preferred supplier' list, based on the following prioritisation criteria:
- large client base in the Villiers Street area;
 - delivering goods within more than one category to numerous customers; or
 - delivering goods within more than one category to their single customer.

Table 3.1: Key findings from supplier surveys

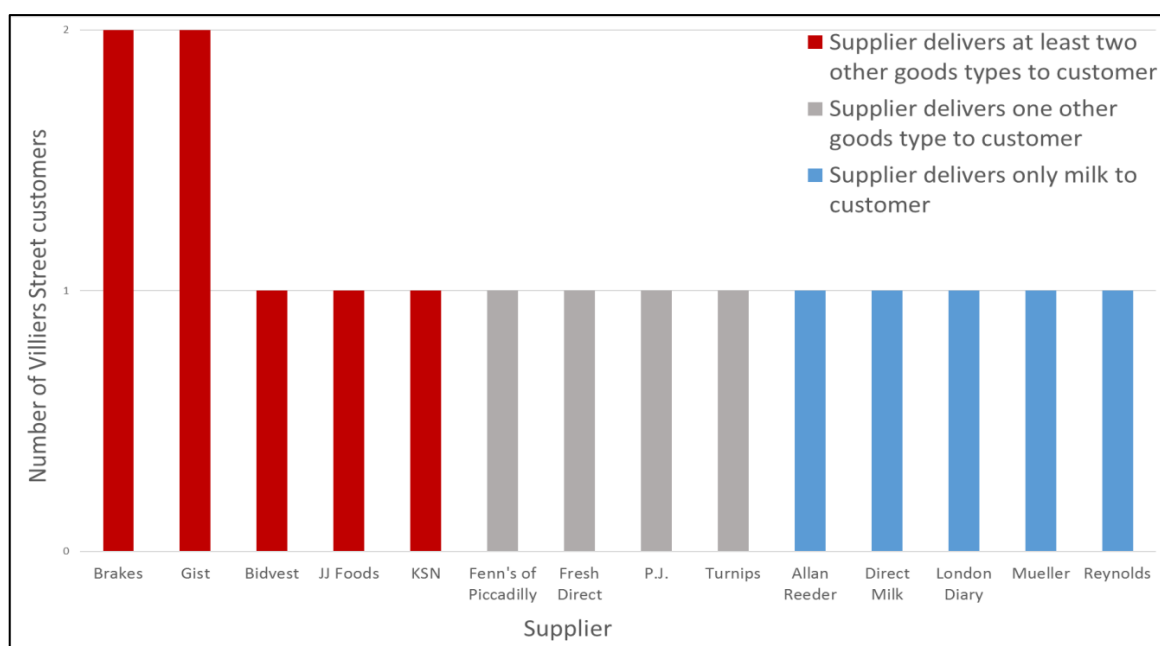
Category	Number (%) of businesses surveyed receiving deliveries of each product	Number of known unique suppliers	Current potential maximum deliveries / collections per month (including unknown suppliers)*	Number of known suppliers that also deliver other products	Number of businesses that are willing to change supplier (prior to discount negotiation)
Milk	18 (47%)	14	418	7	8
Fruit	14 (45%)	9	273	10	3 (one business has two separate Villiers Street branches)
Tea / coffee	20 (53%)	16	201	8	6 (one business has two separate Villiers Street branches)
Stationery	21 (55%)	15	111	6	5
Newspapers	6 (16%)	4	126	1	1
Cleaning products	23 (61%)	17	196	15	6
Disposable paper products	22 (58%)	16	183	12	6
Courier collections	10 (26%)	26	327	N/A – only offer courier service	4

*Some suppliers are providing other goods types as part of the same trip, so may not all be 'new' journeys to Villiers Street

Core goods categories

Milk

- 3.4 The current milk suppliers for Villiers Street and existing customer base is shown in Figure 3.1, with detail showing whether or not they deliver other goods in addition or indeed already to more than one business on Villiers Street.

Figure 3.1: Summary of current milk suppliers to Villiers Street

3.5 Information on volumes of milk required (and the current net price per unit) have been obtained from a sample of businesses that are able to change their milk suppliers. This information was taken forward to a shortlisted set of milk suppliers, prioritised by number of existing customers, to ascertain:

- if they could offer an area-wide discount to Villiers Street businesses; and
- their current price per unit offered for the range of milk products.

Preferred suppliers

3.6 Based on the pricing structure received back from the selected suppliers, in addition to information on their sustainability credentials and existing customer base on Villiers Street, the following milk suppliers are recommended for use by businesses.

3.7 **Brakes** are the only supplier who currently delivers milk to more than one customer on the street. Their two existing clients are owned by the same pub / restaurant chain and currently consolidate their significant number of deliveries from Brakes (24 per month) into a single daily visit, alongside other Brakes products. This exhibits current good practice and sets a precedent for the eight other businesses to procure milk, and other products, from Brakes.

- *Potential reduction in trips:* 222 deliveries per month could be saved if the eight businesses that could switch supplier procured milk from Brakes in the future (however it is likely that a proportion of the 222 visits are also delivering other goods in combined deliveries).
- *Potential cost savings:* based on the snapshot of information received from one of the businesses for all their dairy produce, they could achieve a potential average cost saving (per litre) of up to 40% across all goods in switching their milk supplier to Brakes.

3.8 **Bidvest** currently visit the street every day to deliver milk to one business which is very satisfied with their services and subsequently could be promoted as an alternative supplier.

- *Limitations:* they would be unable to serve national chains as contractual discussions are required with head office and considered on a national basis rather than in the context of

Villiers Street 'Buyers Club', due to pre-existing relationships with that chain (i.e. would need to offer same unit price to Villiers Street branch as rest of the other branches within the company). Independent chains are unaffected by this policy. Additionally, they require a £100 minimum order for each delivery which is only likely to be feasible for the larger businesses requiring greater quantities.

- *Potential cost savings:* based on the snapshot of information received from one of the businesses for all their dairy produce, they could achieve a potential average cost saving (per litre) of circa 50% across all goods in switching their milk supplier to Bidvest.

3.9 **Allan Reeder** currently visit the street on a daily basis, receive high customer satisfaction level from their customer, use low emission vehicles and have sufficient space to accommodate stock for required businesses. Additionally, they prefer to deliver between 03:00 – 04:00 which is preferable for reducing conflict with other road users on Villiers Street and alleviating central London congestion. If potential customers are unable to have staff present at this time and are uncomfortable with authorising delivery porters access, Allan Reeder can also deliver during the daytime period, however this would increase the number of daily deliveries as their current customers require delivery prior to 04:00.

- *Potential environmental benefits:* cleaner delivery vehicles, improving air quality. Less vehicular movements during peak hours improves safety of road users and cuts down vehicle idling.
- *Potential cost savings:* based on the snapshot of information received from one of the businesses for all their dairy produce, a potential average cost saving (per litre) over 50% across all goods could be achieved in switching their milk supplier to Allan Reeder.

Next steps / other recommendations

3.10 **Tender process:** It is recommended that a tender is undertaken to Brakes, Bidvest and Allan Reeder to secure a street wide price for the 'Buyers Club', and the one with the most competitive price per unit is awarded a contract. The use of exclusive deals and preferential rates to Villiers Street businesses through a bespoke 'Buyers Club' will encourage the use of preferred contractors and reduced vehicle trips to the area.

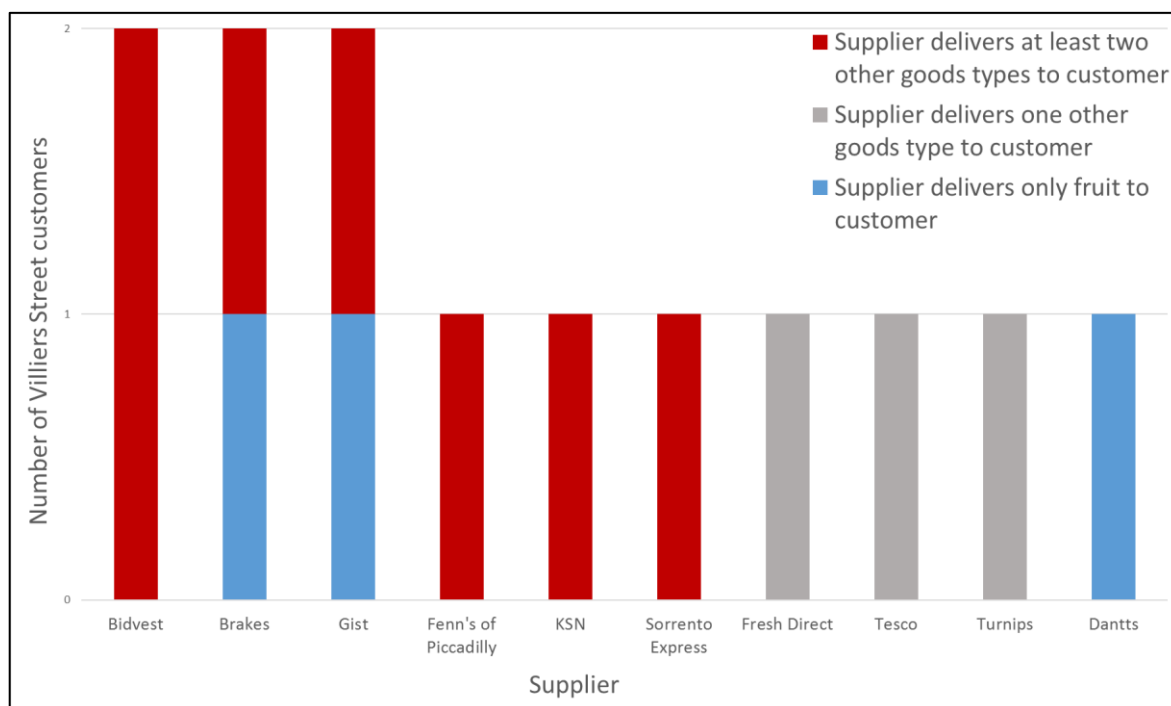
3.11 **Consolidated delivery schedule:** Once a preferred supplier has been determined, a fixed preferred delivery time should be established between the businesses that wish to procure goods from that supplier, to ensure a minimal number of vehicular trips are undertaken and the benefits of consolidation are not lost.

- Early morning would be recommended to avoid contribution to morning peak hour congestion, but is dependent upon the earliest time that staff at the participating businesses could accept a delivery (usually related to shift patterns). The three shortlisted suppliers are able to undertake deliveries during the early hours of the morning and enter their customers' premises without staff being present at the time of delivery through pre-authorised access, which could provide an ideal solution for customers that do not have staff present prior to 07:00 and would be comfortable with this arrangement. The impact of overnight deliveries on residential amenity needs to be considered however.
- The majority of businesses surveyed require milk deliveries on a daily basis due to high volume required and lack of available storage, reducing the potential for reduced delivery frequency. If some could reduce frequency, the benefit would only be realised when true of all businesses if consolidated into a single supplier.

Fruit

- 3.12 The current fruit suppliers for Villiers Street and existing customer base is shown in Figure 3.2, with detail showing whether or not they deliver other goods in addition or indeed already to more than one business on Villiers Street.

Figure 3.2: Summary of current fruit suppliers to Villiers Street



Preferred suppliers

- 3.13 **Bidvest** currently deliver fruit 56 times on average per month to two customers on Villiers Street combined, which is likely to be further consolidated with other goods in the same order. Existing customers both reported to be very satisfied with their services, offering a potential future fruit supplier for the three businesses that could change their supplier. This initiative could save up to 53 delivery trips per month, on the assumption these trips are purely for delivering fruit, although likely some of these are combined trips, delivering other goods.
- *Limitations:* as previously discussed under the milk section, they could not apply their area-wide discount to national chains along the street due to pre-existing contractual arrangements with those particular businesses. Bidvest would subsequently be more appropriate for independent organisations without such policies.
- 3.14 **Gist's** business model enables consolidation from outsourced suppliers initially at their warehouse, prior to delivering goods to their customers. Coupling this tailored approach with a competitive price list makes them an appropriate alternative fruit supplier. This significantly reduces the number of freight vehicles travelling from individual suppliers into central London, as consolidation is taken at the first step at the warehouse, and then a single vehicle visits the area to deliver a wide range of products.
- 3.15 **Fenn's of Piccadilly** are highly desired by some of the independent Villiers Street businesses who are reluctant to switch suppliers based on the niche products they require. This supplier could be recommended as a third alternative to businesses that require more bespoke produce.

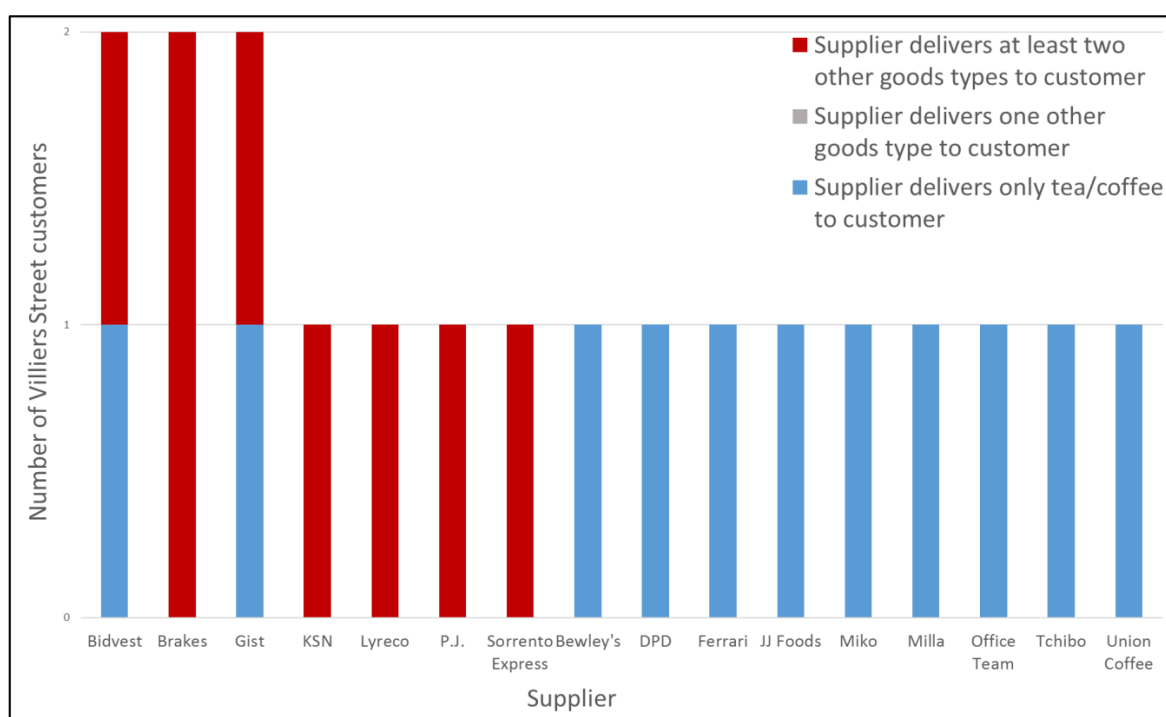
Next steps

- 3.16 Following receipt of fruit volumes required from key businesses that wish to participate, and costs obtained from the shortlisted suppliers are evaluated, it is recommended that a tender is undertaken to shortlisted fruit suppliers to secure a street wide price for the 'Buyers Club'.

Tea / coffee

- 3.17 The current tea / coffee suppliers for Villiers Street and existing customer base is shown in Figure 3.3, with detail showing whether or not they deliver other goods in addition or indeed already to more than one business on Villiers Street.
- 3.18 The six businesses combined that could switch their tea / coffee supplier contribute to 94 deliveries per month, and coordinating these deliveries would remove 47% of all trips within this goods category.

Figure 3.3: Summary of current tea / coffee suppliers to Villiers Street

*Preferred suppliers*

- 3.19 **Gist** is the dominant supplier for this category, and provides multiple products (including tea / coffee) to two branches along Villiers Street which are part of the same business, in addition to another separate business. As previously discussed under the fruit section, their business model could be suitable for enhanced consolidation along the street whilst offering competitive prices.
- 3.20 **Bidvest** currently receives high satisfaction levels from its two customers in the area, and are able to offer highly competitive prices street-wide so everyone benefits from the same cost. They deliver frequently, up to 48 times a month (although many of these trips could also be for other goods too), and subsequently could be considered by the six businesses that can change supplier.

- **Limitations:** as previously discussed, they could not apply their area-wide discount to national chains along the street due to pre-existing contractual arrangements with those particular businesses. Bidvest would subsequently be more appropriate for independent organisations which are unaffected by this policy and could meet the £100 minimum order requirement.

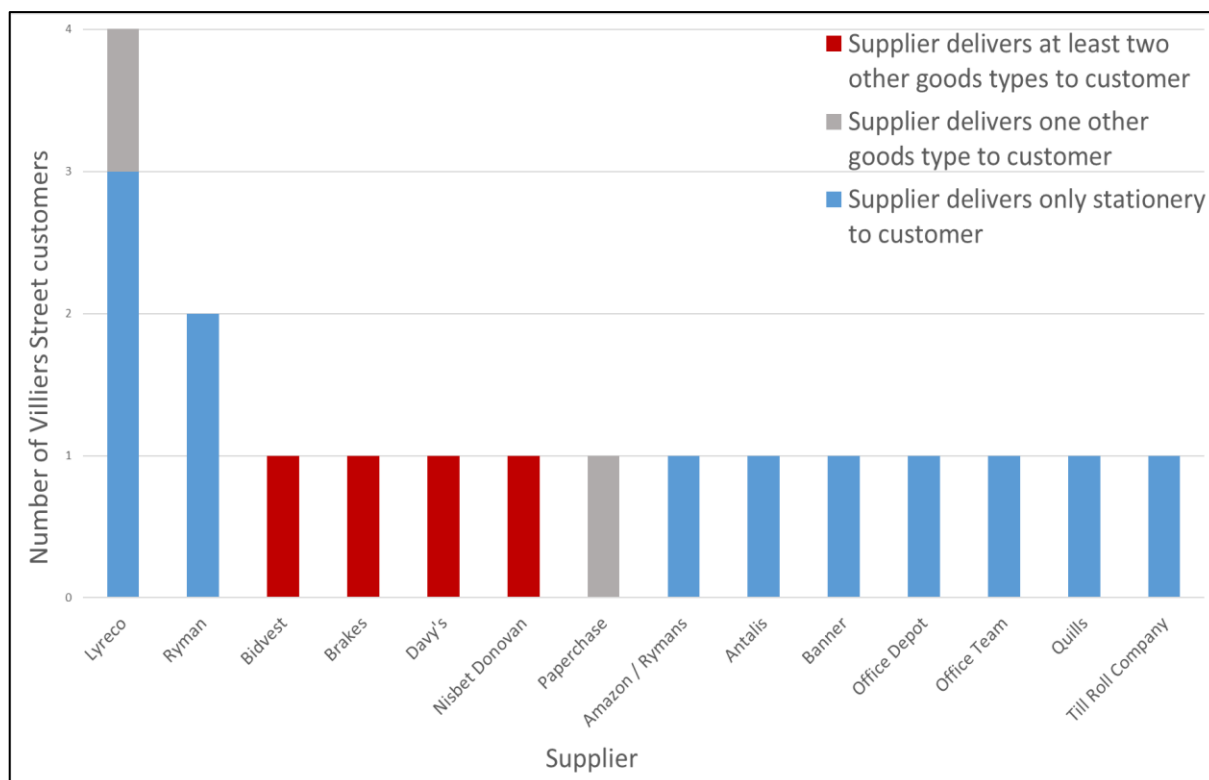
Next steps

- 3.21 Following receipt of fruit volumes required from key businesses that wish to participate, and costs obtained from the shortlisted suppliers are evaluated, it is recommended that a tender is undertaken for shortlisted tea and coffee suppliers to secure a street wide price for the 'Buyers Club'.

Stationery

- 3.22 Only five of the businesses that require stationery reported to have sufficient storage space within their premises, which limits the potential for bulk buying within single order and reduction in vehicle trips, but encouraged for these businesses.
- 3.23 The current stationery suppliers for Villiers Street and existing customer base is shown in Figure 3.4, with detail showing whether or not they deliver other goods in addition or indeed already to more than one business on Villiers Street.

Figure 3.4: Summary of current stationery suppliers to Villiers Street



Preferred suppliers

- 3.24 **Lyreco** has established a successful relationship with four customers that wish to continue ordering stationery from them, in addition to several businesses on nearby Northumberland Avenue, and should be promoted as one of the preferred stationery suppliers. The company places Corporate Social Responsibility (CSR) at the forefront of its operations, with Fleet

Operator Recognition Scheme (FORS) accreditation, default use of electronic vehicles from its regional distribution centres (subject to weight limitations) and zero-to-landfill waste policy.

- *Potential reduction in trips:* 40 deliveries per month could be saved if the five businesses that could switch supplier procured stationery from Lyreco in the future (however it is likely a proportion of the 40 visits from other suppliers are also delivering other goods in combined deliveries). One Lyreco delivery driver is responsible for all customers in the WC2 postcode area demonstrating existing consolidation, with capacity for delivering additional goods for new customers within same trip.
- *Potential environmental benefits:* cleaner delivery vehicles undertaking minimal number of individual journeys, improving air quality.
- *Previous experience in area-wide discounts:* Lyreco provides office supplies for all subtenants leased out by one of the UK's largest commercial property agencies. Subtenants can capitalise on exclusive discounts through the arrangement.
- *Potential cost savings:* Lyreco have stated that they are able to provide discounted prices per unit across all goods against their standard catalogue prices for a cluster of businesses, and a comparison between Lyreco prices and existing suppliers for certain businesses indicates there are indeed cost savings for specific product types. Due to the range of stationery products however, it is recommended that a more detailed tender process is undertaken with Lyreco to ascertain whether businesses would be receiving a better price by procuring goods with Lyreco rather than their existing supplier. It may be that Lyreco is recommended for certain office supplies (e.g. paper and printer cartridges), and another supplier is recommended for alternative supplies (e.g. till roll).

3.25 **Brakes** currently deliver stationery alongside several other core goods into a single consolidated daily visit. This exhibits current good practice and sets a precedent for the other businesses that could switch supplier to procure stationery items offered, and other products, from Brakes.

- *Limitations:* based on a review of Brakes online stationery catalogue, the range of products offered is more limited and focused on stationery for the food industry, than their competitors who can offer full scope of office supplies. Their main product is till / receipt roll which reduces the number of businesses that could procure stationery solely from Brakes, as several potential Villiers Street customers require a wider range of stationery products. However, there are a couple of businesses identified from the supplier survey that only require these products under the stationery category (within the food industry) and could eliminate their existing supplier to receive till roll / receipt roll from Brakes.
- *Potential reduction in trips:* Approximately two – five deliveries per month could be saved if the three businesses that could switch supplier procured till roll / receipt roll from Brakes in the future, and subsequently eliminate their existing supplier. It is highly likely the additional goods would be delivered at the same time as other goods to Villiers Street customers, building upon the existing consolidation and keeping overall vehicular trips to Villiers Street at a minimum.
- *Potential cost savings:* it is not possible at this stage to ascertain the potential cost savings for these specific products due to lack of information from the three businesses that could change supplier on their current price structure. This information was difficult to obtain as the businesses (mostly food retail) had minimal staff time to extract cost information during the time of study.

Next steps / other recommendations

- 3.26 **Tender process:** it is recommended that a tender is undertaken to the shortlisted suppliers (Lyreco and Brakes) to secure a street wide price for the 'Buyers Club', and the one with the most competitive price is awarded a contract. This is particularly useful to reduce prices for the products that are more expensive than existing suppliers.
- 3.27 **Refined delivery schedule:** encourage the five businesses with sufficient or excessive storage space to consider bulk ordering stationery products to reduce the number of deliveries required, as stationery does not require a daily delivery comparable to other goods (e.g. fruit). Northbank BID could investigate shared storage areas for local businesses to use in other premises in the area, for example underneath Charing Cross station.
- 3.28 **Consolidated delivery schedule:** once a preferred supplier has been determined, a fixed preferred delivery time should be established between the businesses that wish to procure stationery from that supplier, to ensure a minimal number of vehicular trips are undertaken and the benefits of consolidation are not lost.

Newspapers

- 3.29 Only four known suppliers and two unknown suppliers deliver newspapers to one businesses each along Villiers Street. Only one of the six customers would be able to change their newspaper supplier, although they are currently very satisfied with their existing supplier.

Preferred suppliers

- 3.30 Only two suppliers have been recommended for this category, as the other two known suppliers have been discounted based on either:
- limited range of goods offered, reducing potential for consolidation across different core goods types;
 - low delivery frequency at present, which would not meet the requirements for some Villiers Street businesses surveyed; or
 - existing customer is able to change supplier, whereas the preferred suppliers' existing customer is unable to change supplier and these deliveries could not be removed.
- 3.31 **Bidvest** currently deliver a range of goods types (including newspapers) to five businesses along Villiers Street, culminating in a high trip generation. Given their existing position with several businesses in the area and high customer satisfaction levels, they could be recommended as the default newspaper supplier. If the business that could potentially switch supplier moved to them, 28 deliveries per month could be saved.
- *Limitations:* as previously discussed, they could not apply their area-wide discount to national chains along the street due to pre-existing contractual arrangements with those particular businesses. Bidvest would subsequently be more appropriate for independent organisations which are unaffected by this policy and could meet the £100 minimum order requirement.
- 3.32 **Jones Yarrell (JYL)** is part of the Menzies Distribution Group, and place their carbon footprint high on their credentials which is an important factor in environmental freight management. It would be impossible to eliminate them as their current Villiers Street customer cannot switch supplier, subsequently JYL could be offered as an alternative newspaper supplier for the street.

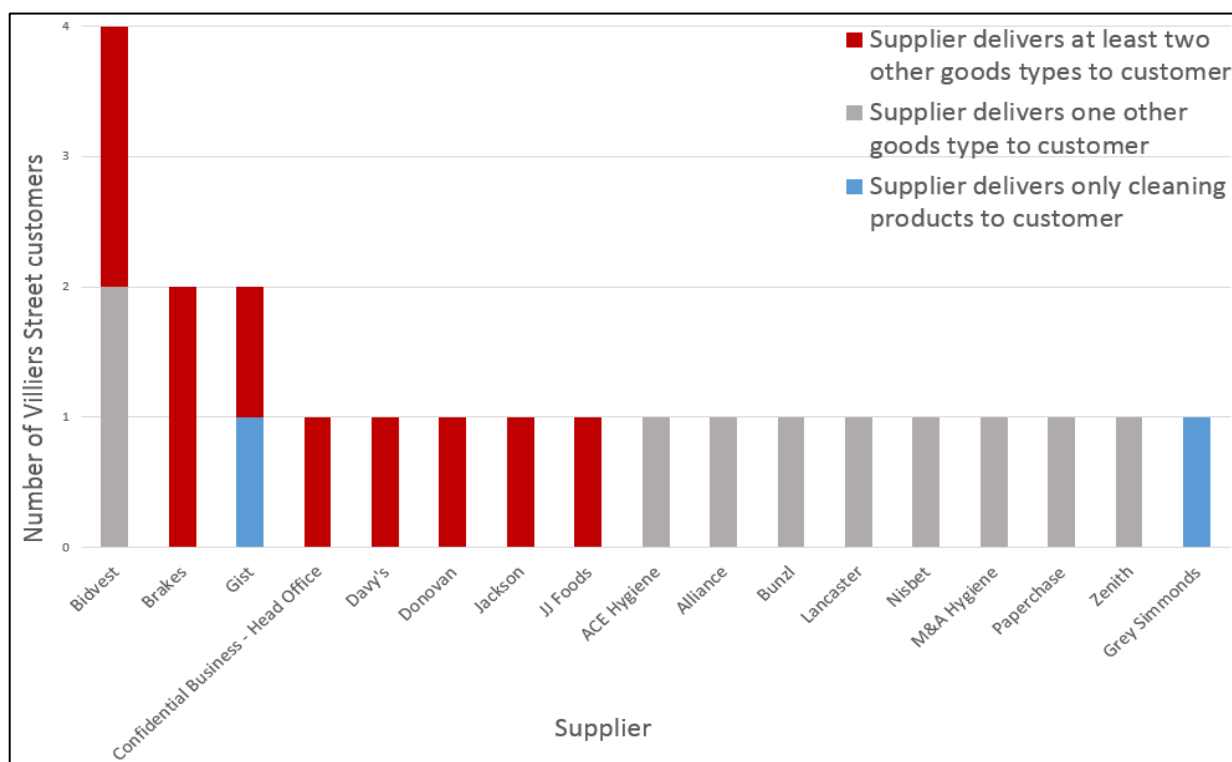
Next steps / other recommendations

- 3.33 As newspapers are often delivered early in the morning, liaison between Villiers Street businesses to share the early morning receipt of these is important to ensure deliveries can all happen at one time and the benefits of consolidation are not lost.

Cleaning products

- 3.34 The current cleaning product suppliers for Villiers Street and existing customer base is shown in Figure 3.5, with detail showing whether or not they deliver other goods in addition or indeed already to more than one business on Villiers Street.

Figure 3.5: Summary of current cleaning product suppliers to Villiers Street

*Preferred suppliers*

- 3.35 The largest supplier **Bidvest** has four customers on Villiers Street satisfied with their services, whereas three businesses using other suppliers are currently unsatisfied with these companies providing the potential to change. If these three companies transferred to Bidvest, this could reduce delivery trips by 10 per month.
- *Limitations:* as previously discussed, they could not apply their area-wide discount to national chains along the street due to pre-existing contractual arrangements with those particular businesses. Bidvest would subsequently be more appropriate for independent organisations which are unaffected by this policy and could meet the £100 minimum order requirement.
- 3.36 **Gist** also supplies multiple products (including cleaning products) to two branches along Villiers Street which are part of the same business, alongside other goods.
- 3.37 **ACE Hygiene** delivers 20 times per month on average to one business (high frequency is cited to be due to lack of sufficient storage within their premises) with high customer satisfaction

levels. This supplier is also prepared to consider area-wide discounts for expanding their client base along Villiers Street.

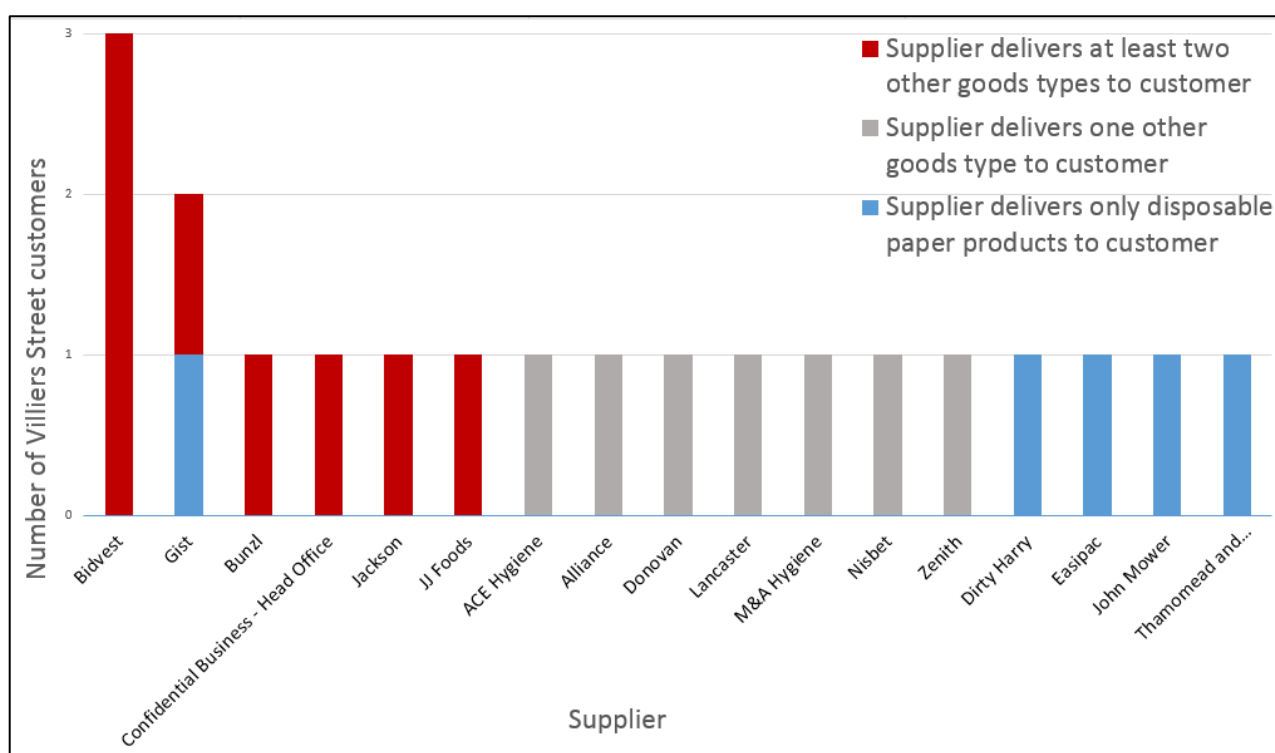
Next steps

- 3.38 Following receipt of housekeeping consumable volumes required from key businesses that wish to participate, and costs obtained from the shortlisted suppliers are evaluated, it is recommended that a tender is undertaken to shortlisted suppliers to secure a street wide price for the 'Buyers Club'.

Disposable paper products

- 3.39 The current disposable paper product suppliers for Villiers Street and existing customer base is shown in Figure 3.6, with detail showing whether or not they deliver other goods in addition or indeed already to more than one business on Villiers Street.

Figure 3.6: Summary of current disposable paper product suppliers to Villiers Street



Preferred suppliers

- 3.40 Three businesses currently use **Bidvest** and are highly satisfied with their services and / or are unable to change supplier. Bidvest currently deliver to one of these businesses on a daily basis and assuming a set delivery time could be agreed between the various Villiers Street customers, no additional vehicle trips would be generated if the six businesses that could change supplier procured disposable paper goods from Bidvest. This would reduce up to 21 vehicle trips per month, assuming the supplier had capacity to deliver goods to multiple premises within the same visit.

- *Limitations:* as previously discussed, they could not apply their area-wide discount to national chains along the street due to pre-existing contractual arrangements with those particular businesses. Bidvest would subsequently be more appropriate for independent

organisations which are unaffected by this policy and could meet the £100 minimum order requirement.

- 3.41 **ACE Hygiene** could be an alternative preferred supplier as they would consider offering street-wide discounts if they expanded their local client base and already make deliveries each weekday.

Next steps

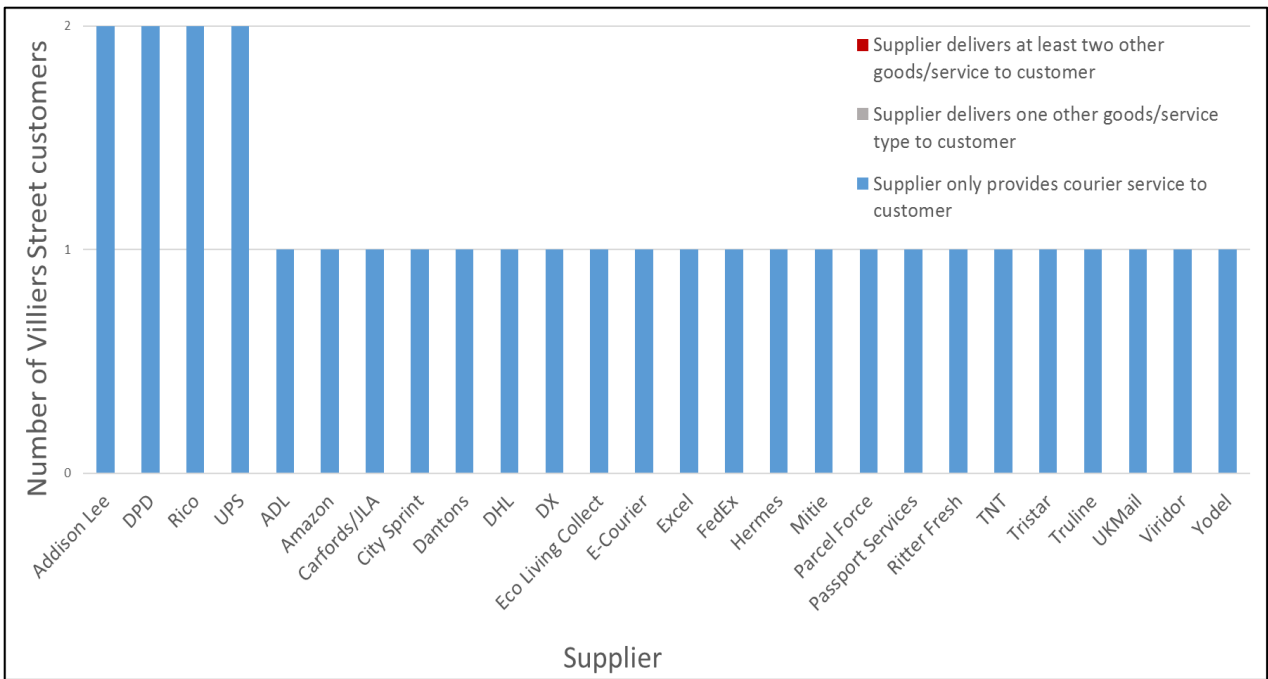
- 3.42 Following receipt of product volumes required from key businesses that wish to participate, and costs obtained from the shortlisted suppliers are evaluated, it is recommended that a tender is undertaken to shortlisted disposable paper suppliers to secure a street wide price for the ‘Buyers Club’.

Servicing

Courier collections

- 3.43 Collection frequencies vary considerably between individual businesses; for example, one business has only one collection per month, compared to 140 for another.
- 3.44 The range of courier companies and their scope of customers is shown in Figure 3.7.

Figure 3.7: Summary of current courier companies to Villiers Street



Preferred suppliers

- 3.45 **DPD** would be recommended as the key preferred company for sending goods due to their current wide range of courier services offered and current daily collection frequency. Use of their services would keep trips to Villiers Street at a minimal level if other businesses switched supplier and a set collection time was agreed between the businesses. They currently collect goods from its sole Villiers Street customer between 16:00 – 17:00, however they could visit the area at any time (their existing customer could be flexible to moving collection time).

- *Limitations:* it would not be possible to provide a discounted offer however to multiple businesses, as costings are considered on an individual basis due to the several factors involved (distances to send goods, type and weight of package, within or outside of London, etc.).
- *Potential environmental benefits:* DPD is committed to reducing their road transport carbon dioxide emissions by 10% per parcel by 2020, compared to the levels of 2013², using “planet friendly” vehicles where possible (based on weight restrictions) and 50% of their fleet is less than five years old. This will improve the local air quality levels if more businesses could send parcels via DPD instead of their existing courier that are more reliant on diesel.

3.46 **TNT** already serve one major business on Villiers Street with a frequent collection schedule, and use a green fleet of vehicles including electric vehicles for deliveries within central London. If the four businesses willing to switch supplier arranged collections through the existing customer, the local air pollution levels could be reduced.

3.47 **Addison Lee** also use a green fleet for collections, with bicycle always selected as the default transport mode for lighter goods, however they have not been included as a preferred supplier due to:

- lower level of customer satisfaction received from their existing Villiers Street customer;
- existing single customer is willing to switch their courier supplier, in contrast to the existing customers for TNT and DPD who would be less willing to do so; and
- only currently serves one customer on the street, and subsequently could be eliminated.

Next steps / other recommendations

3.48 **Tender process:** undertaking a tendering exercise may provide the cost savings for the street through increased buying power through a ‘Buyers Club’.

3.49 **Consolidated collection time:** if DPD were awarded a contract as the preferred courier company for Villiers Street, it would be worth investigating with their existing Villiers Street customer if collection times could be amended from 16:00 – 17:00 to either earlier in the afternoon or mid-morning when there is less local congestion. The agreed collection slot would then be promoted to other local businesses that wish to use DPD. The benefit of this is improved journey times and subsequently improved local air quality.

Summary

3.50 In addition to the recommendations of which suppliers to take forward for each category, in some cases through a tender process to form a Villiers Street ‘Buyers Club’, it is important a delivery schedule is agreed between the businesses and communicated to suppliers to minimise the number of visits by individual suppliers to the area.

3.51 By decreasing the monthly deliveries and vehicle trips associated with six goods types and the outbound courier collections, there will be a significant benefit for the wide range of road users along Villiers Street through enhanced permeability and safety. There will also be an environmental benefit as the reduction of deliveries will reduce vehicle generated emissions.

² DPD (UK) – Corporate Social Responsibility, http://www.dpd.co.uk/content/about_dpd/csr.jsp, accessed 24 March 2017

4 Waste and Recycling

Introduction

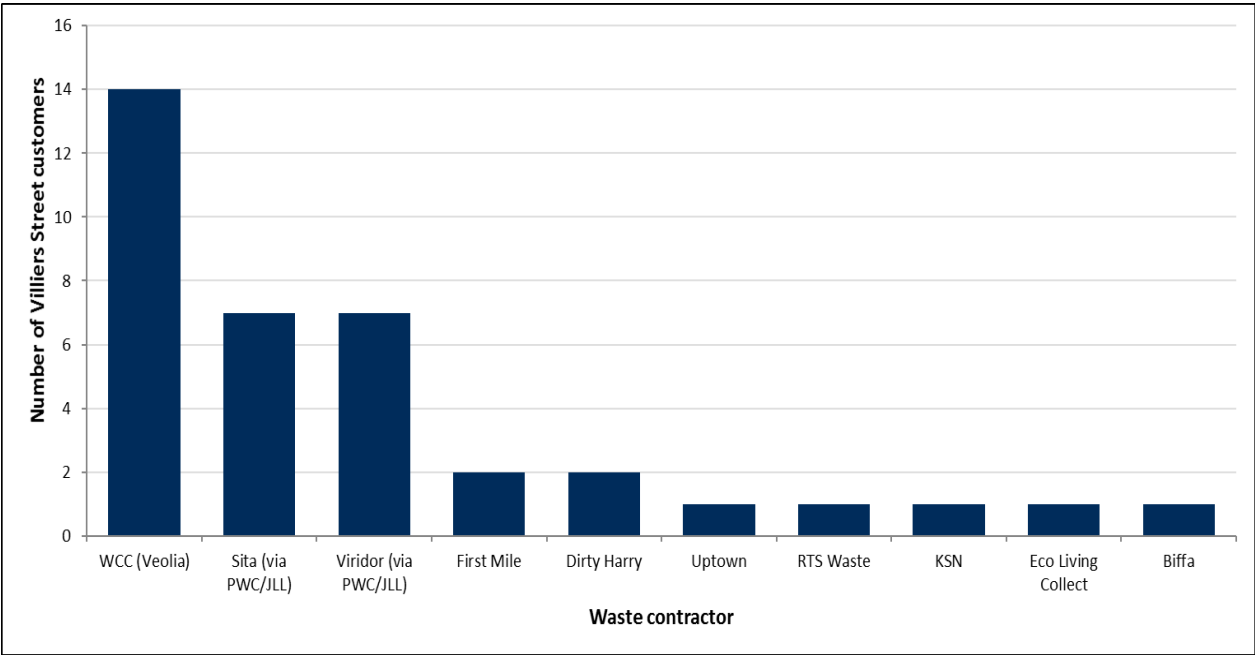
- 4.1 The results from the waste and recycling survey are presented in this chapter to highlight the current operations at Villiers Street and potential opportunities. Data on waste and recycling operations was collected from 38 businesses. Similar to the previous analysis on the core goods / services, we have not disclosed specific business names along Villiers Street for confidentiality reasons.

Key findings

Waste contractors

- 10 known individual waste contractors currently collect waste and recycling streams from Villiers Street from the 35 businesses that responded to the waste section of the survey, as shown in Figure 4.1. Sita and Viridor currently collect waste from a shared off-street waste facility however, which consolidates refuse from seven individual businesses.
- The dominant waste contractor is Westminster City Council (WCC), who collect waste from 14 businesses that responded to the survey (37% of all survey respondents). In July 2016 Veolia was awarded the contract to undertake waste collection on behalf of WCC.
- Figure 4.1 demonstrates five waste contractors collect some type of refuse from one customer only. These companies should be encouraged to change supplier.
- 19 businesses could potentially change their waste contractor, based on those that stated identified a factor that would persuade them to switch to a consolidated waste collection service.

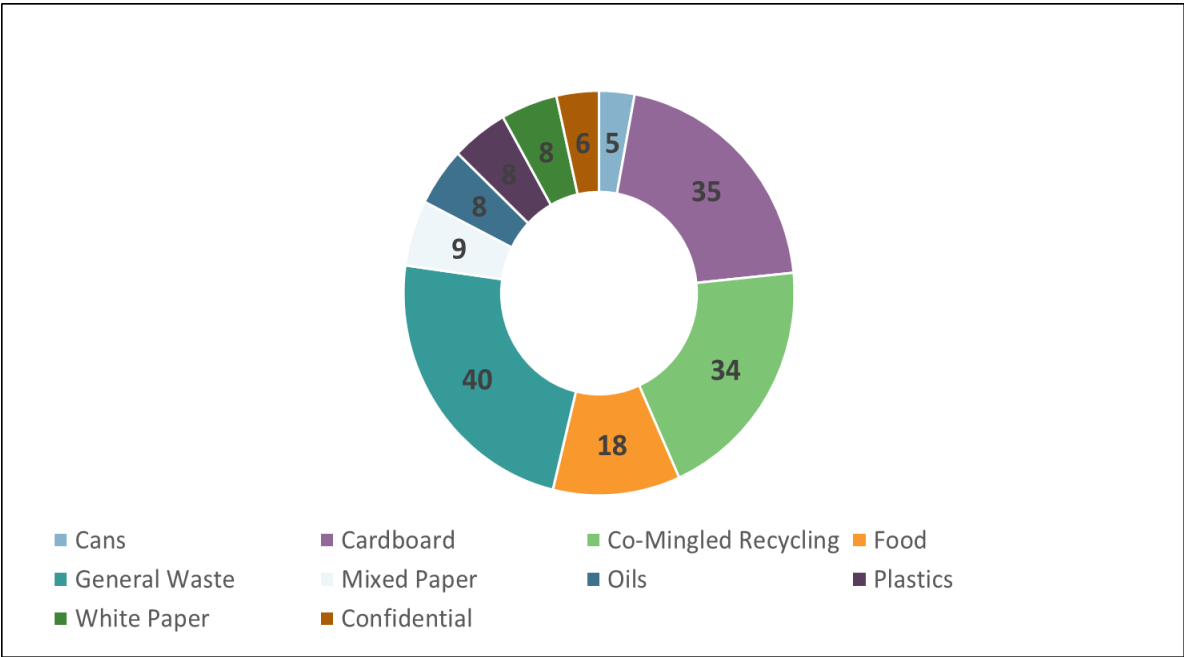
Figure 4.1: Number of Villiers Street customers per waste contractor



Volume of waste collections

- 147 waste collections are made from individual businesses on Villiers Street across the week, resulting in over 21 collections per day across the various waste streams. Some of these will be combined with multiple businesses being served at any one time due to using the same contractor (e.g. WCC (Veolia)). Nonetheless, the number of vehicle trips associated with ten separate contractors remains significant.
- Figure 4.2 highlights that most weekly refuse collections are attributed to general waste (40 collections), cardboard recycling (35 collections) and co-mingled recycling (34 collections) as expected.

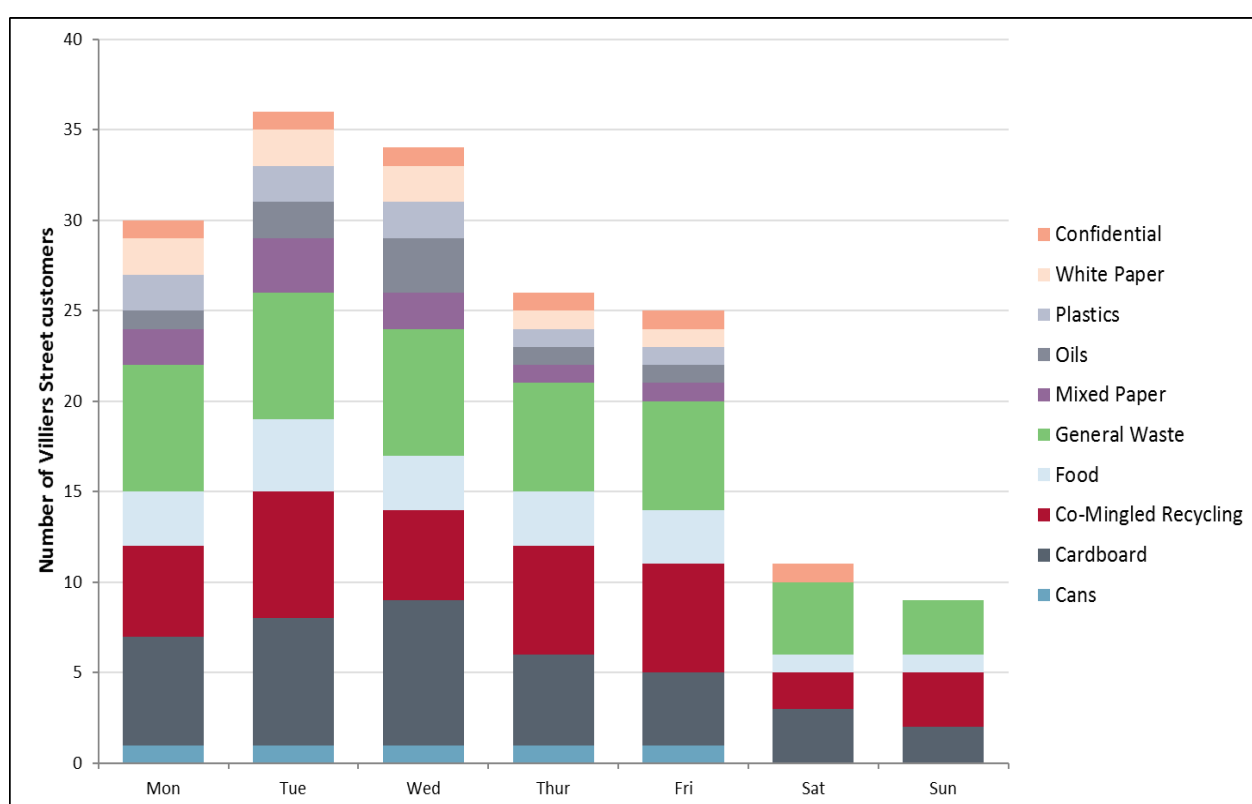
Figure 4.2: Number of weekly waste collections by refuse type



Waste collection timings

- Figure 4.3 illustrates the typical weekly volume of refuse collections along Villiers Street by waste stream, with a total of 147 collections across the week (some collections consolidate different types of waste).
- Tuesday is the busiest day for collections, with up to 36 separate collections associated with the 38 surveyed businesses. As expected, Sunday presents the quietest time for collections with only nine collections across various waste streams.
- 83 waste collections were recorded in the morning (prior to 12:00), with the most frequent time cited to be between 08:00 – 09:00 which is also the typical highway network AM peak hour and one of the times with high pedestrian footfall on Villiers Street.
- 64 waste collections were recorded in the afternoon / evening (12:00 onwards).

Figure 4.3: Weekly profile of Villiers Street waste collections by refuse stream



Waste collection location

4.2

One of the key issues faced by users of Villiers Street is the prevalence of refuse bags left on-street outside commercial premises prior to waste collection, which is unaesthetically pleasing for the local environment in addition to causing an obstruction on the pavement and trip hazards for pedestrians. The survey form addressed where businesses are depositing their refuse prior to collection from either WCC (Veolia) or private waste contractors to gather data. The response rate for this section was low, probably due to being concerned about enforcement.

On-street collections

- WCC (Veolia) undertake 18 on-street collections at present, based on the sample of businesses that responded to the survey. This number is likely to be higher as a number of

Villiers Street businesses chose not to participate in the survey. The company only collects on-street waste, with the exception of one customer that places refuse bags in their dedicated off-street loading bay.

- Eight private waste contractors also collect refuse sacks on-street, due to limited refuse storage areas within several of the buildings along Villiers Street.

Alternative locations

- 20 collections take place off-street from a shared servicing area, which consolidates waste from seven individual businesses that responded to the survey. This is the preferred option due to less conflict between refuse vehicles waiting temporarily on the highway network and other road users, in addition to improved image of Villiers Street. Much of the waste is also compacted to reduce vehicle trips.

Motivation to change waste and recycling contractor

4.3 Part of the supplier survey was designed to capture factors that would influence businesses to change their waste contractors. Of the respondents to this question, we identified three major trends:

- **Approval from head office:** many of the businesses on Villiers Street are part of a larger network of outlets. Approaching the correct people in each organisation's respective head offices will ensure an effective roll-out of the recommendations.
- **Convenience of collection times:** currently the inconvenience of collection days and times and lack of on-site storage is reflected in the stacks of refuse bags accumulating on the street.
- **Cost savings:** financial motivation could be reflected in the potential financial benefits resulting from consolidated collections on Villiers Street.

Recommendations

4.4 Discussions should be held with PwC / JLL to ascertain if use of their refuse area could be expanded to additional Villiers Street businesses.

4.5 We have noted there is a lack of knowledge about collection times and frequency along the street, so communication from the Northbank BID on WCC's commercial waste collection times could help to reduce the length of time refuse is left on-street. The centralised **WCC (Veolia)** waste collection service should be promoted as a preferred waste contractor given their existing large client base across Villiers Street, reducing the amount of effort required from businesses to switch waste contractor.

- *Potential environmental benefits:* less waste left on-street for a prolonged period before WCC collection will improve the aesthetics of the local environment, increase the available footway capacity for pedestrians and reduce trip hazards.

4.6 **First Mile** waste contractor can recycle all types of waste streams and is able to offer consolidated collections through their use of innovative vehicles that can transport all types of waste within the same lorry. Their sustainable business model could result in a reduced number of waste collections to the seven Villiers Street businesses that could change their refuse contractor, and should be promoted as an alternative supplier to WCC (Veolia). They are currently being used by two of the businesses located in Embankment station for all their waste streams. Further discussions with First Mile highlighted they have an additional two clients along Villiers Street, who did not respond to the supplier survey.

- *Potential environmental benefits:* First Mile's use of Euro 6 refuse vehicles to undertake waste collections contributes to a reduction in nitrogen oxide emissions compared to previous Euro 5 standard vehicles. They prefer to undertake collections from Villiers Street during the overnight period which reduces conflict potential with other road users, however this needs to be balanced with use of off-street servicing areas to avoid refuse sacks being on-street for prolonged periods.
- *Previous experience in area-wide discounts:* First Mile can offer all of the desired waste and recycling services identified from the survey data, which has contributed to them being promoted by New West End Company as the preferred waste contractor the West End BID covering Bond Street, Regent Street and Oxford Street, following competitive tender. This initiative in the West End has resulted in a 94% reduction in waste vehicles³ and a similar approach should be adopted in Villiers Street as a 'trial site', for the intention of expansion to the entire Northbank BID. First Mile has experience working with numerous other London BIDs (103 customers in total) and normally all customers within the same locality will benefit from the same pricing structure. A tender process is therefore recommended.

³ New West End Buyers Club: Waste and Recycling, New West End Company, accessed 30 March 2017, www.westendbuyersclub.london/suppliers/waste-and-recycling/

5 Summary and Recommendations

Summary

- 5.1 This report has shown that there is existing good practice at present from Villiers Street businesses in the way that they undertake their procurement, delivery and servicing, including consolidation of various goods from single suppliers and liaison between one another. However, the second phase of research has highlighted areas for improvement that can be applied by the Villiers Street businesses at an area-wide level, to complement and improve the usage of the street for freight operations.
- 5.2 Table 5.1 summarises the information presented in Chapters 4 and 5 of this report, to present the number of existing suppliers that could be eliminated through consolidation and collaboration between businesses.
- 5.3 Additional measures for the Northbank BID to consider include:
- Re-engaging with Network Rail to discuss the provision of additional secure storage space underneath Charing Cross station for both the retail units within the station, and the wider businesses on Villiers Street. This idea received positive feedback from the businesses that attended the Villiers Street business workshop, on the condition that suitable security and access could be achieved to align with the individual business's operations.
 - Repurposing of some of the existing taxi rank on Embankment Place into a loading bay to reduce the number of vehicles needing to unload on Villiers Street. This will require discussions with WCC's Highways department.

Table 5.1: Summary of Phase 2 potential measures to be considered further

Good / service type	No. of known current suppliers (based on 38 respondents)	No. of potential vehicle movements per month* (including unknown suppliers)	No. of businesses that could potentially change supplier (total no. of businesses requiring product / service)	No. of preferred suppliers to be taken forward	Potential reduction in trips per month if all customers that could change existing supplier switched to one of the preferred suppliers **	TARGET: Potential reduction in vehicular trips (%) ***	Challenges / lessons learnt from business and supplier engagement
Milk	14	418	8 (18)	3	222	53%	Suppliers would prefer early morning delivery to avoid peak hour congestion, which requires all businesses to have staff available to accept delivery or a pre-authorised access to premises (some managers may not be comfortable with this arrangement)
Fruit	9	273	3 (14)	3	81	30%	Some businesses reluctant to change supplier to larger catering firms to purchase this type of good due to quality concerns.
Tea / coffee	16	201	6 (20)	2	18	9%	Several businesses cited they could not change supplier as tea / coffee considered a more specialised product and satisfied with current producer.
Stationery	15	111	5 (21)	2	40	36%	Limited storage space restricts bulk buying power. Building-wide discounts and strong environmental credentials could be offered by one of shortlisted suppliers, however prices for the two suppliers vary by product.
Newspapers	4	126	1 (6)	2	28	22%	Only one of the businesses surveyed states they could change their newspaper supplier - limits scope for consolidation. However, this good type could benefit from low or zero emission delivery vehicles.
Cleaning products	17	196	6 (23)	3	14	7%	Area-wide discounts could be offered by one of the main suppliers. Businesses more willing to change their supplier for this good type, if results in cost saving.
Disposable paper products	16	183	6 (22)	2	21	11%	Area-wide discounts could be offered by one of the main suppliers. Businesses more willing to change their supplier for this good type, if results in cost saving.
Courier collections	26	327	4 (10)	2	116	35%	Area-wide discounts could not be offered as costings are based on an individual customer basis. Would require commitment from collective businesses to agree a set collection schedule that accommodates majority of businesses. 'Urgent' collections would result in additional delivery vehicles. High potential for use of green fleet.
Waste and recycling	10 (combination of waste streams)	147 per week	19 (35)	2	58 per week	39%	Limited knowledge by businesses on WCC (Veolia) collection times and limited storage, resulting in refuse left on-street for a long period. One of shortlisted waste contractors has strong experience in providing BID-wide discounts.

* Some trips are combined with serving other local businesses and / or providing other types of goods.

** Includes businesses that responded 'Yes' or 'Perhaps' to survey question: *Could you use a different supplier for this type of goods?*

*** May overestimate potential reduction as some trips are combined with serving other local businesses and / or providing other types of goods and could not be entirely eliminated.

Recommendations

- 5.4 In order to benefit from these measures, it is recommended that the following prioritised steps are undertaken.
- Continue to obtain volume requirements / current price per unit for the core goods / servicing categories from businesses that wish to participate.
 - Continue to obtain the potential price structure and delivery times from the shortlisted suppliers, to understand:
 - whether the supplier is prepared to offer an area-wide discount for products per unit against the standard catalogue price;
 - the potential cost savings businesses could achieve in switching supplier; and
 - the potential delivery times to Villiers Street by that supplier.
 - Create Villiers Street 'Buyers Club' to collate additional information on procurement volumes as necessary to enable tender process for key goods / services, including waste, stationery and milk.
 - Circulate the toolkit leaflet seen at Appendix F to advertise the benefits of businesses working together, particularly emphasising economic benefits, to encourage additional Villiers Street businesses to join the initiative. This has been developed in the similar style to the 'Delivering Success on Villiers Street' initial engagement leaflet to highlight the continuity in the project.
 - Engage with local businesses on an individual basis, preferably through face to face meetings, to further explain and highlight the financial, environmental and operational benefits.
- 5.5 Once established, consider expanding the Villiers Street 'Buyers Club' to become the Northbank BID 'Buyers Club'.

A Additional resources

Alternatives to receiving personal deliveries at the workplace

CRP ClickCollect initiative

Over a dozen of CRP's BID partners are now using www.clickcollect.london to encourage member businesses and their employees to choose to 'click and collect' delivery options when shopping online, as opposed to personal non-work related items being delivered at the workplace. Click and collect services such as Amazon Lockers and Doddle consolidate parcels and divert unnecessary deliveries from congested and polluted central London streets. CRP is using the website to support a number of public and private sector employers to deliver behaviour change campaigns with their staff. The website and promotional materials were developed through CRP's Mayor's Air Quality Fund-supported Clean Air Better Business Programme. Contact CRP's Air Quality Project Manager, Brendon Harper, for more information (bharper@westminster.gov.uk).

Funding opportunities to support similar projects

Greater London Authority Crowdfund London

Funding opportunities of up to £50,000 are available for projects within Greater London that are managed by an organisation representing a local community through the Crowdfund London scheme. The next round of funding is available for project proposals submitted prior to 5 June 2017, which must be delivered before the end of March 2018. Eligible projects include those with the following characteristics (list is not exclusive):

- help the local economy;
- demonstrate environmental sustainability; and
- respond to a local challenge or opportunity in a creative way.

Past projects delivered through Crowdfund London include the 'Do Up Our Alley' at Bromley High Street to eliminate waste disposal in the alleyways, and workshops to guide design guidance for Queen's Park High Street in London Borough of Brent to address emerging issues from consultations. More information on Crowdfund London can be found at

www.london.gov.uk/what-we-do/regeneration/funding-opportunities/crowdfund-london

London Economic Action Partnership (formally Local Enterprise Partnership for London)

The London Economic Action Partnership (LEAP) reformed in December 2016 under the London Mayor. It is the local enterprise partnership for London for entrepreneurs and businesses together with the GLA and London boroughs to identify strategic actions to support and lead economic growth across the capital. LEAP growth funds for eligible bids are normally allocated via a prospectus and opening bidding rounds, and are taken into consideration against the objectives of the Mayor's Economic Development Strategy. More details can be found here: www.leap.london

B Computer Generated Image – Villiers Street improvements

VILLIERS STREET DELIVERY AND SERVICING STUDY – PHASE 2



Before improvements

VILLIERS STREET DELIVERY AND SERVICING STUDY – PHASE 2



On street improvements

VILLIERS STREET DELIVERY AND SERVICING STUDY – PHASE 2



After improvements

C Additional business engagement leaflet – ‘Delivering Success on Villiers Street’

GETTING INVOLVED

To date, Northbank have been working with a range of businesses including PWC and Hempsons, as well as local businesses such as Gordon's Wine Bar. Together, they are working to reduce their impact in many ways.

Now is your chance to get involved in this exciting project. Are you keen to:

- Save money and staff time handling orders, goods and invoices?
- Increase footfall to your business?
- Have a cleaner street environment?
- Improve air quality for your staff?

If you answer yes to at least one these, come along to Steer Davies Gleave's presentation on their delivery and servicing review at 2.45pm on Wednesday 8th February, as part of the Villiers Street Forum (2-4pm) at Opal Bar, Victoria Embankment.

Email to sign up and find out more:
villiers@steerdaviesgleave.com

FOR MORE INFORMATION

✉ villiers@steerdaviesgleave.com

🐦 [@TheNorthbankBID](https://twitter.com/TheNorthbankBID)

WWW.THENORTHBANK.LONDON



 **steer davies gleave**



**DELIVERING SUCCESS
ON VILLIERS STREET**

THE
NORTHBANK

THE VISION

Villiers Street is a great place to work, live and visit. It is a pedestrian friendly destination.

AT PRESENT...

Villiers Street has one of the highest pedestrian footfall of any street in London, however it is not pedestrian friendly. At present, pedestrians experience a street littered with rubbish bags and cardboard bales. They also have to negotiate vehicles providing deliveries and undertaking servicing of businesses along the street. At the same time, they experience poor air quality like many of London's streets.

Villiers Street in numbers...

- Over **500** vehicles per week to service the businesses
- At least **10** waste and recycling companies
- More than **5** different milk suppliers creating over **35** deliveries each week
- **10** different linen deliveries every week

ACHIEVING THE VISION

Deliveries and waste collection are all essential to the businesses along the street, but there are ways that these could be improved to help deliver the vision for a great Villiers Street.

Reducing the impact of vehicles along Villiers Street will help to make it **more pedestrian friendly**, helping to **increase footfall** further, and therefore sales, as well as **improving the customer and staff experience**. It will also help to **improve the air quality** for all those that live, work and travel through Villiers Street every day.

Northbank are committed to helping businesses reduce the impact of their delivery and servicing operations whilst ensuring day to day function is not compromised, by supporting a number of measures. →



Reducing the number of suppliers



Relocating vehicle loading



Reducing delivery frequency



Streamlining the number of waste and recycling contractors

“We are committed to improving the environmental performance of our firm and already have achieved zero waste to landfill and we are challenging ourselves to recycle 100% of our waste. Working together with the wider Villiers Street community to reduce our combined delivery and servicing trips is a great opportunity to further reduce our environmental impact. Helping to make Villiers Street a cleaner and safer place will benefit all those that work, visit or live here.”

Steve Sherwood, PWC

D Template of supplier survey questionnaire form

Villiers Street - Delivery, Servicing and Waste Survey

About this survey

The Northbank Business Improvement District (BID) would like to understand details about delivery, servicing and waste collection activity along Villiers Street.

By completing this survey, you will enable the Northbank BID to investigate opportunities to:

- **consolidate delivery and servicing trips** – to reduce the total number of trips; and
- **re-time delivery and servicing trips** – to reduce the number of trips at the busiest times of the day.

By minimising the impacts of delivery and servicing vehicle activity, we can make Villiers Street a better place to visit and do business.

Steer Davies Gleave will be using this data to identify potential opportunities for businesses to share suppliers and streamline delivery / collection slots. Any recommendations will be entirely voluntary.

Instructions

Please complete the attached survey. Once completed you can either:

- hand it back to a member of the project team at SDG, who will come collect the form **between 14th – 17th February** from your business;
- scan it in and email as an attachment to villiers@steerdaviesgleave.com ; or
- email villiers@steerdaviesgleave.com for a Word version of the form to fill out electronically.

Alternatively, please ring **Ali Goddard** (Steer Davies Gleave) on **020 7910 5000** to discuss over the phone.

Your business name

Your business address

Thank you for participating!

1) Regular goods suppliers

Please complete the table below with details of your regular goods suppliers.

Goods supplier company	Type(s) of goods supplied (if not applicable leave blank)	Estimated frequency of deliveries	How satisfied are you with this supplier?	Could you use a different supplier for this type of goods?	When did you start using this supplier?	When does this contract expire?
(please specify)	Milk	____ deliveries per <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month	<input type="checkbox"/> very satisfied <input type="checkbox"/> somewhat satisfied <input type="checkbox"/> not satisfied	<input type="checkbox"/> yes <input type="checkbox"/> perhaps <input type="checkbox"/> no		
(please specify)	Tea/coffee	____ deliveries per <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month	<input type="checkbox"/> very satisfied <input type="checkbox"/> somewhat satisfied <input type="checkbox"/> not satisfied	<input type="checkbox"/> yes <input type="checkbox"/> perhaps <input type="checkbox"/> no		
(please specify)	Fruit	____ deliveries per <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month	<input type="checkbox"/> very satisfied <input type="checkbox"/> somewhat satisfied <input type="checkbox"/> not satisfied	<input type="checkbox"/> yes <input type="checkbox"/> perhaps <input type="checkbox"/> no		
(please specify)	Stationery	____ deliveries per <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month	<input type="checkbox"/> very satisfied <input type="checkbox"/> somewhat satisfied <input type="checkbox"/> not satisfied	<input type="checkbox"/> yes <input type="checkbox"/> perhaps <input type="checkbox"/> no		
(please specify)	Newspapers	____ deliveries per <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month	<input type="checkbox"/> very satisfied <input type="checkbox"/> somewhat satisfied <input type="checkbox"/> not satisfied	<input type="checkbox"/> yes <input type="checkbox"/> perhaps <input type="checkbox"/> no		
(please specify)	Cleaning products	____ deliveries per <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month	<input type="checkbox"/> very satisfied <input type="checkbox"/> somewhat satisfied <input type="checkbox"/> not satisfied	<input type="checkbox"/> yes <input type="checkbox"/> perhaps <input type="checkbox"/> no		
(please specify)	Disposable paper products (paper towel, etc.)	____ deliveries per <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month	<input type="checkbox"/> very satisfied <input type="checkbox"/> somewhat satisfied <input type="checkbox"/> not satisfied	<input type="checkbox"/> yes <input type="checkbox"/> perhaps <input type="checkbox"/> no		

(continued)

Goods supplier company	Type(s) of goods supplied	Estimated frequency of deliveries	How satisfied are you with this supplier?	Could you use a different supplier for this type of goods?	When did you start using this supplier?	When does this contract expire?
(please specify)	(please specify)	_____ deliveries per <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month	<input type="checkbox"/> very satisfied <input type="checkbox"/> somewhat satisfied <input type="checkbox"/> not satisfied	<input type="checkbox"/> yes <input type="checkbox"/> perhaps <input type="checkbox"/> no		
(please specify)	(please specify)	_____ deliveries per <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month	<input type="checkbox"/> very satisfied <input type="checkbox"/> somewhat satisfied <input type="checkbox"/> not satisfied	<input type="checkbox"/> yes <input type="checkbox"/> perhaps <input type="checkbox"/> no		
(please specify)	(please specify)	_____ deliveries per <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month	<input type="checkbox"/> very satisfied <input type="checkbox"/> somewhat satisfied <input type="checkbox"/> not satisfied	<input type="checkbox"/> yes <input type="checkbox"/> perhaps <input type="checkbox"/> no		
(please specify)	(please specify)	_____ deliveries per <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month	<input type="checkbox"/> very satisfied <input type="checkbox"/> somewhat satisfied <input type="checkbox"/> not satisfied	<input type="checkbox"/> yes <input type="checkbox"/> perhaps <input type="checkbox"/> no		

If your business has multiple locations, is your location a **head office or branch**? Otherwise, state **single location**.

How much storage space do you have available? **Excessive**, **sufficient** or **insufficient**?

2) Regular services suppliers

Please complete the table below with details of your regular services suppliers (excluding waste/recycling collection)
(e.g. repairs, maintenance, utilities, security, cleaning, laundry, pest control)

Services supplier company (excluding waste/recycling)	Type(s) of service(s) supplied	Estimated frequency of trips to your business	How satisfied are you with this supplier?	Could you use a different supplier for this type of service?	When did you start using this supplier?	When does your contract end?
(please specify)	Courier collections	____ trips per <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month	<input type="checkbox"/> very satisfied <input type="checkbox"/> somewhat satisfied <input type="checkbox"/> not satisfied	<input type="checkbox"/> yes <input type="checkbox"/> perhaps <input type="checkbox"/> no		
(please specify)	(please specify)	____ trips per <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month	<input type="checkbox"/> very satisfied <input type="checkbox"/> somewhat satisfied <input type="checkbox"/> not satisfied	<input type="checkbox"/> yes <input type="checkbox"/> perhaps <input type="checkbox"/> no		
(please specify)	(please specify)	____ trips per <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month	<input type="checkbox"/> very satisfied <input type="checkbox"/> somewhat satisfied <input type="checkbox"/> not satisfied	<input type="checkbox"/> yes <input type="checkbox"/> perhaps <input type="checkbox"/> no		
(please specify)	(please specify)	____ trips per <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month	<input type="checkbox"/> very satisfied <input type="checkbox"/> somewhat satisfied <input type="checkbox"/> not satisfied	<input type="checkbox"/> yes <input type="checkbox"/> perhaps <input type="checkbox"/> no		
(please specify)	(please specify)	____ trips per <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month	<input type="checkbox"/> very satisfied <input type="checkbox"/> somewhat satisfied <input type="checkbox"/> not satisfied	<input type="checkbox"/> yes <input type="checkbox"/> perhaps <input type="checkbox"/> no		

3) Waste and recycling service

What types of waste does your business currently generate and recycle? *Tick box(es)*

	Generate	Recycle		Generate	Recycle
Confidential (shredding)	<input type="checkbox"/>	<input type="checkbox"/>	Recyclables	<input type="checkbox"/>	<input type="checkbox"/>
Food	<input type="checkbox"/>	<input type="checkbox"/>	Oils	<input type="checkbox"/>	<input type="checkbox"/>
Waste electrical and electronic equipment	<input type="checkbox"/>	<input type="checkbox"/>	General waste	<input type="checkbox"/>	<input type="checkbox"/>
Hazardous / clinical	<input type="checkbox"/>	<input type="checkbox"/>	Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>

Please complete the table below with details of the collections (approximate)

Waste type	Container (eg. sack, 120l, 240l, 660l, 770l, 1,100l)	Number of sacks/bins per collection	Number of collections per week	Collection day(s)	Collection time	Collection location	Collection cost (per container or weekly / annually if unknown)
Co-mingled (paper, card, plastic, cans)							
White paper							
Mixed paper							
Plastics							
Cans							
Cardboard							
Food							
Confidential							
Oils							
Waste electrical and electronic equipment							
General waste							
Other (specify)							

Waste and recycling service – continued...

Who is your current waste/recycling collection provider?

If you use more than one was one waste collection provider, please state who they are and what type(s) of waste they collect from you.

Who decides which waste/recycling collection provider you use?

☐ This branch / office ☐ Head office ☐ Other (specify) _____

What are the details of your current contract?

When does it expire? _____

Are there any break clauses? _____

Is there a financial penalty to end the contract early? _____

Is it a national contract? _____

If yes, can a local branch / office be separated from this? _____

What would persuade you to switch from your current provider to a consolidated waste collection service? *Tick box(es)*

- | | |
|---|--|
| <input type="checkbox"/> Price (cheaper than current provider(s)) | <input type="checkbox"/> Quieter collection vehicles |
| <input type="checkbox"/> More convenient collection days | <input type="checkbox"/> Provision of wheelie/recycle bins |
| <input type="checkbox"/> More convenient collection times | <input type="checkbox"/> A greater range of waste products that could be recycled |
| <input type="checkbox"/> Approval from head office | <input type="checkbox"/> Company credentials (e.g. environmental performance, confidence waste is dealt with ethically, ISO accreditation) |
| <input type="checkbox"/> Zero emission collection vehicles | <input type="checkbox"/> Other (specify) _____ |

Are there any other types of waste you want this service to recycle?

Thank you for completing the survey! You are helping to contribute towards the success of Villiers Street.

E Template of TfL Waste Consolidation Toolkit waste survey form

Waste and recycling service

Tool 1

Sample survey to assess current and desired waste services

Please complete this short survey with your current arrangements and specify what you would ideally want in the future. This data will tell us what our members want to be included in a new contract with a waste operator(s).

1. What types of waste does your business currently generate and recycle? *Tick box(es)*

	Generate	Recycle		Generate	Recycle
Confidential (shredding)	<input type="checkbox"/>	<input type="checkbox"/>	Recyclables	<input type="checkbox"/>	<input type="checkbox"/>
Food	<input type="checkbox"/>	<input type="checkbox"/>	Oils	<input type="checkbox"/>	<input type="checkbox"/>
WEEE	<input type="checkbox"/>	<input type="checkbox"/>	General waste	<input type="checkbox"/>	<input type="checkbox"/>
Hazardous/clinical	<input type="checkbox"/>	<input type="checkbox"/>	Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>

2. Please complete table below with details of the collections

Waste type	Container (e.g. sack, 120l, 240l, 660l, 770l, 1100l)	No. of sacks/bins per collection	No. of Collections per week	Collection day(s)	Collection time	Collection location	Current collection cost (per container or weekly /annual if unknown)
Co-mingled*							
White paper							
Mixed paper							
Plastics							
Cans							
Cardboard							
Food							
Confidential							
Oils							
WEEE							
General Waste							
Other							

*(paper, card, plastic, cans)

- 3. Who is your current waste/recycling collection provider?**
If you use more than one waste collection provider please state who they are and what waste stream they collect from you?
- 4. Who decides which waste/recycling collection provider you could use?** *Ourselves/head office/other*
- 5. What are the details of your current contract?**
- When does it expire?
 - Are there any break clauses?
 - Is there a financial penalty to end the contract early?
 - Is it a national contract? If yes, can a local site be separated from this?
- 6. What would persuade you to switch from your current provider to a consolidated waste collection service?**
- *Price (cheaper than current provider(s))*
 - *More convenient collection days*
 - *More convenient collection times*
 - *Approval from head office*
 - *Zero emission collection vehicles*
 - *Quieter collection vehicles*
 - *Provision of wheelie/recycle bins*
 - *A greater range of waste products that could be recycled*
 - *Company credentials e.g. environmental performance, confidence waste is dealt with ethically; ISO accreditation*
- 7. Are there any other types of waste you want this service to recycle?**

Please return this completed survey to:

Insert contact details

F Toolkit leaflet for delivery and servicing

Top tips for success

- **Focus** on goods / services that are most generic to businesses and require larger volumes - milk, stationery, cleaning products
- **Rationalising** waste suppliers can provide cost savings by eliminating number of required collections
- **Seek** a business 'champion' to be able to lead and push forward progress for the area
- **Engage** with larger businesses first - greater staff resource to assist in data collection and delivery of actions than small businesses

Where can you seek help with funding?

There are many potential funding sources available to support Business Improvement Districts (BIDs), boroughs and town centres to develop DSPs.

Crowdfund London for eligible projects

London Economic Action Partnership (LEAP) growth funds

Helpful resources

There are some key resources available to help with promotion of freight management best practice and easy to use guides for alternative solutions:

- **Click Collect London** a site which helps reduce personal deliveries to the office by identifying all near-home delivery locker and parcel pick-up points.
- **TfL** consolidating deliveries
- **deliverBEST** a supply chain and deliveries analysis tool for businesses. Email **deliverBEST** for more information.

Produced in partnership with:



Delivery & servicing toolkit



Delivering Success

Want to improve air quality, efficiency and reduce cost of delivery and servicing in your local area?

There is a growing need across central London to address freight operations at a local level. By consolidating delivery and servicing trips, we can help manage congestion and reduce air pollution whilst delivering significant safety, efficiency and wider environmental benefits.

This leaflet sets out the benefits of Delivery and Servicing Plans (DSPs) for individual businesses and at an area-wide level, and the techniques for delivering success, based on a successful case study on Villiers Street (City of Westminster).

Benefits of delivery and servicing planning



Efficient waste collection will mean fewer bags on street, improving the quality of the environment for all users



Commercial and delivery vehicles consolidated to reduce traffic congestion, improving journey times



Reduce emissions to improve local air quality



Businesses working together, enhancing delivery and collection consolidation

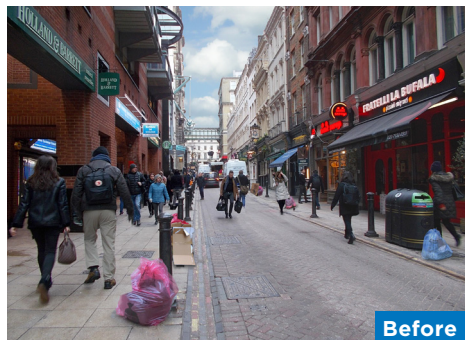


Cost savings and efficiencies



Enhanced street environment is better for businesses with increased footfall and dwell time and customer experience

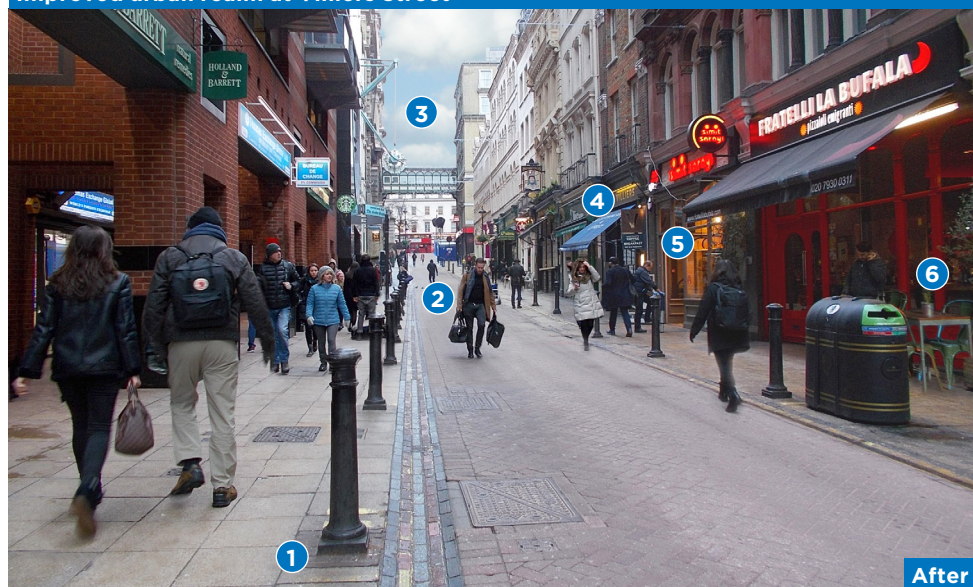
Case study: Villiers Street improvements



Before

- 1  Efficient waste collection will mean fewer bags on street, improving the quality of the environment for all users
- 2  Commercial and delivery vehicles consolidated to reduce traffic congestion, improving journey times
- 3  Reduced emissions to improve local air quality
- 4  Businesses working together, enhancing delivery and collection consolidation
- 5  Cost savings and efficiencies
- 6  Enhanced street environment is better for businesses with increased footfall and dwell time and customer experience

Improved urban realm at Villiers Street



After

How to develop an area-wide DSP

- 1 **Inspire businesses** to take part – through sharing case studies, appointment of 'champion' for particular goods, initial workshop to advertise benefits
- 2 Identify **key issues** for local area, for example noise pollution, air quality and overall pedestrian experience, by engaging with businesses and residents
- 3 **Visit** the premises / local area to examine constraints (e.g. storage, limited staff time to engage in project, vehicular access, refuse facilities)
- 4 Freight survey **data collection** of 1-2 weeks for individual business operations
- 5 **Analyse data** to identify key themes - delivery duplication, consolidation opportunities (through change of suppliers or timings), ie. re-timing peak hour deliveries
- 6 **Discuss data** with businesses – clarify anomalies, discuss recommendations through a workshop
- 7 **Document** evidence, opportunities and actions
- 8 **Agree actions** and designate responsibilities to take forward
- 9 **Monitor** progress and publicise progress and benefits

CONTROL INFORMATION

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013

