

The Shard

32 London Bridge Street, London, SE1 9SG

Q Spotlight on the building

Multi-tenanted building located at the heart of London Bridge, with 29 office tenants, a hotel, restaurants, event spaces, a private hospital and retail

Single dedicated goods entrance for all deliveries, waste management and servicing

4,500 employees work within the building, and approximately 6,000 guests visit the restaurants and viewing gallery daily



What is a DSP?

A delivery and servicing plan (DSP) is a method to reduce the impact of delivery vehicles on local roads, by adopting a bespoke package of measures to provide financial, health and environmental benefits not only to the business but to all those working, visiting or living within the area.

This case study outlines some of the practices that London Bridge Quarter (LBQ) has adopted at The Shard to improve the sustainability of their deliveries and servicing.



Q Spotlight on existing operations

The Shard already has good practices which saves money and reduces emissions in the local area, however they wanted to identify new measures that could be implemented at The Shard and also promoted across other multi-tenanted buildings in the BID and central London.

Existing practices were monitored across all tenants of the building, with a package of measures identified.

Key findings include:

- A total of 2,452 delivery and servicing trips were made during the 14-day monitoring period, an average of 175 trips per day
- 181 movements occurred during the weekday AM peak and 84 during the weekday PM peak
- 78% of delivery and servicing trips were made by van
- Goods arrived from at least 474 different companies

The Shard DSP

Existing good practice

- ✓ Operate an online portal 'My Vertical City' which all tenants within The Shard have access to for all courier and delivery bookings
- ✓ All delivery and servicing trips are recorded to enable monitoring of trends and issues
- ✓ A single cleaning supplier for the majority of tenants within the building, reducing number of external trips
- ✓ On site compactors for general and recyclable waste, reducing the number of waste collections per week
- ✓ A sizeable off-street loading area provides space for vehicles to load and unload, reducing the impact on St Thomas Street
- ✓ Tenants are encouraged to limit peak hour deliveries, and 33% of vehicular movements happen outside daytime working hours

New practices

- ✓ LBQ is investigating possible consolidation of deliveries where two or more tenants receive goods from the same supplier
- ✓ Shangri-La Hotel have implemented a new policy that allows guests to request a reduced frequency of linen change, thereby reducing the number of laundry trips
- ✓ LBQ will communicate with suppliers that crates and pallets must be removed upon delivery of goods to stop unnecessary additional trips specifically being made to collect these
- ✓ LBQ will circulate materials promoting the alternatives to receiving personal deliveries at work to all tenants through various communication methods

Future measures

- ✓ Re-examine a centralised procurement system for 'common' goods and services e.g. stationery and outbound couriers, to try to reduce the range of suppliers
- ✓ Post room and courier operations for the building are being refined at present, and once the desired service level for tenants has been attained, LBQ will examine options for default use of green vehicles for preferred courier companies

What measures are helping The Shard become more efficient and sustainable?



Reduce deliveries

Supplier/trip consolidation: Based on the findings from the freight monitoring, LBQ is reviewing which tenants receive goods from the same suppliers and will work with these tenants to consolidate deliveries where possible. LBQ see a 'quick win' in consolidating laundry suppliers and the number of associated trips across tenants who require this service.



Reduce trips into central London

Reducing personal deliveries: Whilst personal deliveries are embraced as a new way of working, LBQ are promoting alternatives to personal deliveries within the building (e.g. Click & Collect, Doodle, etc.) to help reduce these trips, and therefore the associated emissions and staff time required to handle packages.



Streamlined business procedures

Use of 'My Vertical City' online portal: All tenants within The Shard have access to this online portal for loading bay bookings, and a corporate food delivery booking system. It is an advanced system that only allows bookings in the loading bay when a vehicle space is available, leading to less congestion at street level and a streamlined and efficient system for loading bay staff and suppliers.



Late night deliveries

24-hour dedicated off-street loading bays: Dedicated off-street loading bays which are staffed 24 hours a day enable 33% of freight trips to take place outside of business hours, when there are fewer vehicles, cyclists and pedestrians. Since the loading bays are located within the basement, there is no noise impact at street level.

"We were delighted to be part of this study and are very keen to work with our neighbours, Team London Bridge and Southwark Council to improve logistics around the borough. It was extremely re-assuring that we already have a number of good practises in place and with the help of Steer Davies Gleave we were able to identify new opportunities where we can reduce service trips even further."

Danny Lemon, General Manager
- Shard Quarter, London Bridge Quarter

THE SHARD
LONDON BRIDGE QUARTER

How could you improve your business?

- ✓ Do you know what is coming into your building every day? If you monitor it for two weeks, could you make more informed decisions?
- ✓ Do you know where your suppliers are based? Are there local alternatives?
- ✓ If you have a central procurement system, does everyone use it and therefore do you benefit from bulk buy savings? If not, could you benefit from a system?
- ✓ Do you have a preferred courier? Could you select one that uses low emission transport? Can you reduce the frequency of parcels being sent?
- ✓ Do all your essentials (e.g. milk) need to be delivered daily? Could you use fridges more effectively for example?
- ✓ Do your suppliers use low or zero emission vehicles? Could you use alternative suppliers that do?
- ✓ Do all companies in your building use the same suppliers for generic goods and services (e.g. cleaning, milk supplies, waste collection, and stationery)?
- ✓ Are your bins full when waste is collected? Could your collections be reduced to save you money? Have you considered a waste compactor?
- ✓ Do you have online shopping delivered to your office? Could you use other options such as those listed on www.clickcollect.london?