

# Quiet Deliveries Demonstration Scheme (QDDS)

## Final Project Report



Prepared for

**Department for  
Transport / QDDS  
Consortium**

by



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## **Foreword from Mike Penning MP Minister for Freight**



I know that the retail sector has argued for years that delivery restrictions impose a burden on it, by obliging it to run its vehicles in peak traffic and giving little time between early morning deliveries and store opening to ensure that goods are on the shelves. But the restrictions generally exist for a practical purpose: to protect local residents from the disturbance that they might otherwise suffer from the noise of lorries manoeuvring, goods being unloaded and empty roll cages being returned.

I welcome this Report on the Quiet Deliveries Demonstration Scheme, which is the result of unprecedented collaboration between three very different organisations.

For the first time, Government has worked together with the Freight Transport Association and the Noise Abatement Society to research the extent to which it is possible to relax delivery curfews without creating unacceptable disturbance for local residents. This report sets out the results of a project involving six major retailers at seven sites, with seven different Local Authorities. For four of those sites it provides in-depth assessments of the impact of permitting deliveries at night or in the early morning, including the results of noise monitoring and (where possible) calculations of reductions in fuel consumption and vehicle emissions. For the other three sites, where circumstances prevented an actual trial taking place, it nonetheless provides insight and valuable lessons into issues that need to be addressed, not only by retailers but also by local planning officers and Environmental Health officers.

The two Guides and the Case Studies that derive from this Report will, for the first time, give both the retail sector and Local Authorities an independently validated methodology for curfew relaxation to enable both sides to work together for their mutual benefit, while protecting the interests of local residents.

## 0. EXECUTIVE SUMMARY

### 0.1 Introduction

Out-of-hours deliveries to retail premises, comprising quiet deliveries at night-time and also during the “shoulders” of the day (i.e. prior to opening, after closing), away from peak periods, can potentially offer significant operational, environmental and social benefits.

Moving delivery activity out of peak periods removes HGVs from congested locations and can help reduce vehicle emissions, leading to improvements in both local air quality and local road safety. Doing so, in turn, potentially lessens daytime disturbance and allows quiet deliveries to become the norm. The wider potential benefits include:-

- Improved fleet operational efficiency
- Reduced fuel consumption
- Improved retail stock availability
- Reduced congestion;
- Improved road safety;
- Improved air quality; and
- Reduced carbon emissions

However, out-of-hours deliveries may also have an obvious impact on local residents and local communities. Noise from vehicle manoeuvring and loading / unloading activity can affect local residents, particularly at times of the day when ambient noise levels are low. HGV movements in urban areas are therefore often constrained during night-time and / or weekend periods by local curfew regulations put in place to avoid noise disturbance. These include delivery curfew restrictions imposed by planning conditions, noise abatement notices and local agreements between retailers, the relevant local authority and local residents.

### 0.2 Quiet Deliveries Demonstration Scheme

In November 2009, the Department for Transport (DfT) established a consortium, in partnership with the Freight Transport Association (FTA) and the Noise Abatement Society (NAS), in order to investigate and demonstrate the potential benefits from the relaxation of delivery curfews for quiet deliveries.

The consortium has overseen the Quiet Deliveries Demonstration Scheme (QDDS), which has involved the setting up, running and reporting on quiet delivery demonstration trials at selected retail premises across England. The trials involved the relaxation of restrictions at these sites for a specific time period, during which quiet deliveries were permitted and closely monitored. The



Scheme was managed by freight specialists at transport consultants, Transport & Travel Research Ltd (TTR), with other members of the project team consisting of NAS, the Transport Research Laboratory (TRL) and AEA Technology.

Following promotion of the scheme to industry and receipt of applications to participate from both retailers and local authorities, six preferred trial sites were selected:

RETAILER	LOCAL AUTHORITY	LOCATION OF STORE	TYPE OF RESTRICTION
Sainsbury's plc	Bournemouth Borough Council	Bournemouth, Dorset	Unrestricted but 'at risk' of notice
Marks & Spencer	Chichester District Council	Chichester, West Sussex	Voluntary Agreement in place
Morrisons plc	Stafford Borough Council	Stone, Staffordshire	Voluntary Agreement in place
Asda	Walsall Borough Council	Bloxwich, Walsall	Voluntary Agreement in place
Superdrug Stores	City of Westminster	Westminster, London	Voluntary agreement in place
Tesco	Reading Borough Council	Reading, Berkshire	Statutory planning condition in place

Four of these (at Sainsbury's, Marks & Spencer, Morrisons and Asda stores) proceeded to successful 'out-of-hours' delivery trials. For each of these a working group was established, comprising relevant local authority representatives, retail store manager, retail supply chain representatives, as well as a 'facilitator' (TTR Ltd), with the support of the Noise Abatement Society as site assessors.

The working groups agreed the measures to be put in place at each of the trial sites to minimise potential noise disturbance to residents, enabling a relaxation of delivery curfews (or continuation of existing delivery hours in the case of the Sainsbury's Bournemouth store).

Each trial was run in line with the agreed measures within a 'Memorandum of Understanding' to which all parties gave their agreement.

The practical 'out-of-hours' delivery trials were monitored to assess:

- Benefits for road transport operations (journey times, travelling speeds, fuel consumption)
- Benefits for retail operations (stock availability on opening for trading)
- Noise levels and impact on residents
- Environmental benefits through reduced vehicle emissions

Two of the selected sites did not proceed to trials. One (Superdrug Marble Arch) resulted in an alternative pilot involving consolidated deliveries for Superdrug and a neighbouring retailer. The other (Tesco, Reading) involved an application to vary an existing planning condition and was of significant value in demonstrating the complexity of dealing with planning-based delivery curfews.

### **0.3 Conclusions and recommendations**

QDDS has shown that ‘out-of-hours’ delivery trials are possible when retailers and local authorities work effectively together, in partnership. The trials have demonstrated that operational savings, albeit marginal in most cases in terms of fuel consumption, journey times and driver/vehicle utilisation, can be achieved, along with corresponding minor reductions in vehicle emissions.

In terms of retailing, the impact of even minimal changes to delivery timings can have a significant effect on store activity, enabling shelves to be replenished with fresh stock, in advance of store opening.

QDDS has also shown that complaints from residents (which did occur during the trials) can be effectively managed and resolved, enabling continuation of revised delivery profiles beyond a trial’s duration.

Although all benefits may be small when considered at the local level, the potential impact of widespread uptake of best practice in ‘out-of-hours’ deliveries could be significant and help to deliver on local authority environmental objectives, particularly those driven by air quality improvement targets.

A key to successful QDDS pilot trials was to find a willing local authority / retailer combination and bring them together, in partnership, to form a project team able to deliver the trial at the local level. It was particularly crucial that a strong relationship developed between the store manager and the relevant local authority officer (potentially the Environmental Health, Pollution Control or Noise Officer) as they, at the practical level, could make all the difference to the ongoing success of a trial and any subsequent revised delivery profiles.

The clear willingness of the relevant local authority officers from the participating authorities to become involved in the Scheme was a very positive project finding.

Preservation of residents’ enjoyment of peace and quiet and abatement of noise were of fundamental importance. It was therefore important to take into account the views of local residents when planning the QDDS trials and, equally, to give consideration to engaging with local authority members who had been elected to represent their residents. A key approach was to keep local residents informed and, where relevant, provide them with noise logs to record instances of disturbance.

Compromise was a key requisite for the QDDS trials, as what works at one site may not work effectively at another. Also, what worked effectively at one site may not actually be necessary at another. Mitigation measures need to be specific to the individual site in question - it is not realistic to draw up a prescriptive list and expect it to be applicable in all cases. This was solved effectively during the project through formation of a working group and development of an MoU for each trial.

Clearly there is logic in adopting best practice before restrictions are actually imposed, as well as trying to solve a problem (and reverse a restriction) at stores already with a curfew. A key recommendation, therefore, is that retailers should consider the QDDS approach for currently unrestricted stores 'at risk' due to resident complaints.

When designing new store layouts, retailers should take the opportunity to 'design out', as far as practicable, noise sources likely to lead to conflict with local residents.

For retail outlets located within larger shopping centres/malls, it is crucial to have centre management involvement in discussions when considering 'out-of-hours' delivery activity. Centre management can help to ensure that shared site-related issues (like the opening of shared security gates and service yard activity) are well-managed and reduce the risk of local resident disturbance.

Retailers should be aware that wider issues relating to store activity can have an effect on the willingness of a local authority to become involved in trialling alternative delivery profiles. During QDDS negotiations with local authorities, the project team was made aware of issues ranging from the noise from store roof-mounted air conditioning equipment to the location of a smoking shelter, which had caused conflict with local residents and which would discourage authorities from wishing to participate in trials of revised delivery hours.

It is crucial that retailers adhere both to existing restrictions and to the measures contained within the MoU and drivers' charters. During the QDDS trial negotiations there were allegations about retailers failing to adhere to current restrictions which left authorities sceptical about their intentions to adhere to revised delivery profiles and the agreed measures in MoUs.

It is also important to remember that noise from the delivery point can be created not just by a retailer's own fleet operations but also by direct deliverers, including bread and milk suppliers, delivering directly to store. To ensure the success of trials, these direct deliverers need to be included in discussions and their buy-in to the agreed MoU secured.

Noise monitoring and evaluation has demonstrated that the main source of peak noise at out-of-hours delivery sites is that generated by the delivery vehicle, particularly when manoeuvring on site, engine idling, over-revving and tyre scrub.

It is clear from the QDDS trial sites that behavioural measures (involving drivers and store staff) do lead to reductions in loading/unloading related noise, albeit to a limited extent. Although noise reductions from behavioural measures were small, they can still be considered an important element of overall noise level reductions.

It became clear during discussions with local authorities that many applicant retailers had declared incorrect restriction types. Curfews declared as local agreements on application forms frequently turned out to be planning-based restrictions and therefore significantly more difficult to negotiate. It is crucial that retailers develop a much clearer understanding of the various restriction types and the approaches required to deal with each.

The extent and quality of operational data (both transport and store retail-related) received from participating retailers was generally patchy – good in some cases and non-existent in others. Retailers need to record and present accurate operational data to help develop robust business cases for alternative delivery profiles. Fuel consumption data, in particular, is essential to calculate operational savings, as well as reduced vehicle emissions and (if extrapolated) the impact on local air quality.

## **0.4 Outputs**

The issue of out-of-hours deliveries has repeatedly been proposed as a sustainable distribution concept for many years, yet, to date, it has remained unclear how best to approach the issue at a local level.

This is why the QDDS scheme was developed.

A set of QDDS case studies has now been prepared in conjunction with this technical report, focusing specifically on the trials. These case studies will enable best practice to be shared and hopefully lead to a breakdown of the long-held barriers that have previously existed and which have prevented wider uptake of out-of-hours deliveries.

In addition, separate field guides have been produced for both local authorities and retailers, detailing the steps that each party should take when considering out-of-hours deliveries.

## 1. INTRODUCTION

In November 2009, the Department for Transport (DfT) established a consortium, in partnership with the Freight Transport Association (FTA) and the Noise Abatement Society (NAS), in order to investigate and promote the potential benefits from the relaxation of delivery curfews for quiet deliveries. The Quiet Deliveries Demonstration Scheme (QDDS) consortium has overseen the whole project, which has involved the setting up, running and reporting on quiet delivery demonstration trials at retail premises across England. The trials involved the relaxation of restrictions at these selected retail sites for a specific time period, during which quiet deliveries were permitted and closely monitored. The Scheme was managed by freight specialists at transport consultants, Transport & Travel Research Ltd (TTR), with other members of the project team consisting of NAS, TRL and AEA Technology.

The key outputs of the project were to be:

- 6 trials
- 6 case studies
- 2 field guides
- Final report

This report is the final project deliverable and explains the background to the concept of ‘out-of-hours’ deliveries, the methodology used to deliver the QDDS project and its component trials, detailed descriptions of the individual trials, their results and the project team’s conclusions and recommendations.

### 1.1 BACKGROUND

Out-of-hours deliveries to retail premises, comprising quiet deliveries at night-time and also during the “shoulders” of the day (i.e. prior to opening, after closing), away from peak periods, can potentially offer significant environmental and social benefits. Moving delivery activity out of peak periods removes HGVs from congested locations and can help reduce vehicle emissions and lead to improvements in both local air quality and local road safety. Doing so, in turn, potentially lessens daytime disturbance and allows quiet deliveries to become the norm. The wider potential benefits include:-

- Reduced congestion;
- Improved road safety;
- Better accessibility;
- Improved air quality; and
- Reduced carbon emissions

However, out-of-hours deliveries may also have an obvious impact on local residents and local communities. Noise from vehicle manoeuvring and loading / unloading activity can impact on local residents, particularly at times of the day when ambient noise levels are low. HGV movements in urban areas are therefore often constrained during night-time and / or weekend periods by local curfew regulations put in place to avoid noise impacts. These include delivery curfew restrictions imposed by planning conditions, noise abatement notices and local agreements between retailers, the local authority and local residents.

If they wish these regulations to be relaxed, retailers need to be able to demonstrate to local authorities that any out-of-hours delivery activity will be undertaken in a way which minimises disturbance and disruption to local residents. Local authorities must be convinced that retailers have the interests of residents (who could be affected by changes in delivery times) at heart and implement the necessary protocols and procedures to lessen the impact.

The concept of ‘out-of-hours’ deliveries as a sustainable distribution initiative has been a focus of the “urban logistics” debate for many years. The subject appears as a desirable measure on various local Freight Quality Partnership (FQP) action plans across the country to help improve the efficiency, economy, safety and sustainability of urban freight movement. DfT has produced guidance on the subject in the past, with support from the Freight Transport Association and other industry bodies. FTA has also published a toolkit for improving night-time deliveries.

In recent years, even dating back to the Commission for Integrated Transport’s “Night-time Delivery Curfew Initiative” project in 2001 / 02, various attempts have been made to set up and run out-of-hours deliveries trials. These have involved bringing together retailers and interested local authorities to work together at specific trial sites. One of the more publicised trials was the partnership that evolved between Sainsbury’s and Wandsworth Borough Council (2007 / 08), working with the Noise Abatement Society, which saw the development of a proposition to have a revised delivery profile out-of-hours at the Sainsbury’s store in Wandsworth for a period of 3 months.

However, many local authority officers remain unclear about how best to deal with out-of-hours delivery activity in a way that addresses local resident concerns, while accommodating the needs of business.

Similarly, industry needs to better understand which measures, particularly those most cost effective, will be required when adopting best practice for out-of-hours deliveries at different store types, in different locations, subject to a variety of different restrictions.

The QDDS project provided an ideal opportunity to showcase and report on a series of trials to better inform both industry and local authorities.

## **1.2 Types of restrictions**

There are a number of restrictions which affect the permissible hours of delivery at retail premises. These include:-

- Planning conditions, whereby a restriction on the hours during which delivery activity at the premises can be undertaken is imposed at the time of original planning approval or at the time of consent for change of use. Standard wording for these restrictions is available in planning guidance circulars and, most frequently, prevents delivery activity between 22.00 – 07.00 hours;
- Noise Abatement Notices - impose restrictions on premises and are put in place to bring an end to noise-related nuisance; and
- Non-statutory voluntary agreements, which are the most prevalent form of restriction in place. These are essentially agreements by which the individual retailer undertakes not to deliver between a set period of hours in agreement with the local authority or, perhaps, directly with a local resident or residents' group, with a copy of the agreement often being sent to the local authority for reference

These are separate types of restrictions which all fundamentally result in the same output, namely a curtailment in the hours during which delivery activity can be undertaken. However, the ease of subsequent relaxation of these restrictions varies.

Planning conditions require formal applications for variations and are subject to potentially long (and in some cases, expensive) legal processes. Many major retailers have legal teams who continually and repeatedly challenge planning conditions.

Noise abatement notices are imposed by the local authority and, in principle, can be relaxed more easily than planning conditions. They are dependent on the specific wording of the notice (i.e. 'not to cause a nuisance' rather than specifically prohibiting delivery activity).

Similarly, local voluntary agreements are more easily relaxed at an informal level. If a retailer breaches a local voluntary agreement then they run the risk of attracting local EHO interest and, if a nuisance is deemed to exist, then a Noise Abatement Notice may be imposed. Retailers often settle for local agreements to avoid the imposition of a statutory noise abatement notice; these agreements are relevant to stores with a history of local resident tension or complaints.

Each of these types of restrictions poses its own challenges and also helps determine the likely appetite from local authorities and retailers in becoming involved in trials of alternative delivery profiles involving out-of-hours activities.



## **2. Methodology**

### **2.1 Formation of Project Team**

In December 2009, a technical team was formed to deliver the QDDS project on behalf of the Consortium partners (DfT, FTA and NAS). TTR led the work as Project Managers, supported by NAS as noise abatement advisors, TRL as noise monitoring specialists and AEA as experts in vehicle emission calculations.

An important initial task in January 2010 was for the project team to meet with DfT and its consortium partners to refine the scope of the project, agree the project delivery timeline and to progress initial tasks, which included development of a brand identity for the scheme.

### **2.2 Development of Guidance Notes and Application Form**

Following the design and approval of the scheme's branding and logo, a set of guidance notes were prepared for both retailers and local authorities, along with an application form for retailers to complete to participate in the scheme.

Copies of these are provided in the annexes to this report.

### **2.3 Contact with Target Retailer and Local Authority List**

Once the initial inception and preparation stages of the project had been completed and the scheme guidance notes and application form were agreed and ready for circulation, the key process of identifying and engaging with potential retailers and local authorities commenced.

Direct contact was made with local authorities and retailers known to have an interest in out-of-hours deliveries trials. Information about possible interested parties was also received from members of the consortium (e.g. FTA, NAS). In terms of retailers, known contacts included Sainsbury's, Boots, Tesco, Morrisons, Asda, Waitrose, Superdrug and Marks and Spencer (M&S) and these were approached with a view to discussing potential participation.

It is important to note that, in addition to contacting retailers directly, approaches were also made to known contacts at major third party logistics providers (e.g. DHL, Wincanton) to assess their level of interest in participating in the scheme and to seek their recommendations for retail customers who might be interested. In total, more than 30 retailers and third party logistics providers were contacted during this stage.

An email address was set up for receipt of inquiries ([quietdeliveries@ttr-ltd.com](mailto:quietdeliveries@ttr-ltd.com)) and the TTR London Office telephone number (0207 953 4069) was promoted as the number to call to discuss the scheme. This number was manned by TTR staff members who were fully briefed on and involved in the project.

In excess of 30 applications for individual stores were subsequently received from 10 separate retailers. This gave an indication of the level of interest in the scheme and its concept among retailers.

## **2.4 Types of stores / Geographical spread**

When considering setting up the series of 6 QDDS trials, in addition to investigating the full range of restriction types, it was also felt to be important to assess the various characteristics of different types of stores.

For example, convenience stores, which, by definition, are located within residential areas would pose different challenges to edge-of-town or out-of-town retail premises, not in immediate proximity to residential premises. This series of trials provided a good opportunity to test potentially difficult sites to show how challenging local issues can be managed.

Similarly, it was felt that stores within Greater London may pose different issues to stores located in rural towns with limited ambient noise at night. These issues had to be considered when selecting QDDS sites, as there was a role for this work to showcase what worked effectively for a wide variety of stores and also to ensure its relevance to local authorities and retailers across the country. To this effect, a limit of one trial site within Greater London was set by the Consortium.

The combined effort in raising awareness of the scheme was aimed at encouraging retailers, local authorities and other interested parties to establish contact. Coverage was received in a number of trade and specialist press titles, including Motor Transport, Surveyor and others. All “expressions of interest” received were then provided with the relevant briefing and guidance notes and prospective applicants were also provided with guidance and support on how to complete the application form.

The consortium originally set deadlines for applications from retailers, local authorities and other interested parties. However, these were subsequently extended so as not to deter any party from applying and making the case for a QDDS trial. Each response received was registered and a list was produced and updated for the QDDS consortium to review, highlighting geographical locations, store types, current restrictions in place and other important information relating to the specific sites. The list also provided an opportunity to match proposed retailer sites with willing local authorities, thus highlighting possible locations for QDDS trials. This was important, as the role of the local authority could not be underestimated and, without their buy-in, a trial at a specific location would simply not be possible.

Once the response list had been reviewed by the QDDS consortium, discussions followed on the selection of the 6 possible trial sites, with reserve sites also included on a ‘B’ list, to be used in the event of the priority sites not being viable.

A key question considered at this stage was whether the trial sites should cater for different store types and different restrictions, across different parts of the country – or whether having 6 potentially successful sites was the paramount issue. It was agreed that, while each site should potentially involve a successful trial, the scheme provided an opportunity to show how different sites and different restrictions called for different approaches. This would maximise the value to be derived from the trials and the resulting case studies by illustrating the different approaches rather than focusing on 6 almost identical out-of-town retail premises with similar restrictions, not in close proximity to residential properties. The final selection of preferred trial sites presented an opportunity to tackle potentially difficult sites to show that challenging situations can be addressed.

The willingness of respective local authorities was also considered at this stage to determine whether they would engage and participate in a QDDS trial. It was agreed that every effort should be made by the project team to encourage all local authorities to participate, if a potential trial site was identified in their jurisdiction, but it was also recognised that some might simply not wish to be involved.

## 2.5 The Preferred Sites

The following six sites were eventually selected for Quiet Deliveries trials:-

**Table 1: Selected trial sites**

RETAILER	LOCAL AUTHORITY	LOCATION OF STORE	TYPE OF RESTRICTION
Sainsbury’s plc	Bournemouth Borough Council	Bournemouth, Dorset	Unrestricted but at risk of notice
Marks & Spencer	Chichester District Council	Chichester, West Sussex	Voluntary Agreement in place
Morrisons plc	Stafford Borough Council	Stone, Staffordshire	Voluntary Agreement in place
Asda	Walsall Borough Council	Bloxwich, Walsall	Voluntary Agreement in place
Superdrug Stores	City of Westminster	Westminster, London	Voluntary agreement in place
Tesco	Reading Borough Council	Reading, Berkshire	Statutory planning condition in place

Before this final selection was decided, a number of other sites involving other retailers had also been considered and discussions pursued with appropriate local authorities. In a number of cases the types of restrictions declared by the retailer as being in force were found to be incorrect when discussions were held with the relevant local authorities. Most frequently, local agreements were

declared as being in force but when discussions were held with the appropriate local authority officers, it was determined that the actual restrictions in place were most frequently planning conditions, rather than local agreements. This led to significant fruitless work, including face-to-face meetings with local authority officers on the retailer's behalf, before clarification of the actual restriction details.

It became clear that, in some cases, the retailer's real motivation for participation in the scheme was to negotiate extended trading hours, rather than revised delivery profiles.

In one case, where the retailer had a store within a large shopping centre, discussions were held with the centre management company as well as the local planning authority. It became clear that the delivery curfew imposed on the store was a condition within the tenancy agreement issued by the centre management company and not through any restriction applied by the local authority. The centre management company refused to enter into negotiations on revising the delivery curfew as it was applicable to all stores within the centre, not just the individual retailer and they were eager to avoid any potential conflict with local residents.

Once the shortlist of preferred sites had been identified, the Consortium agreed that TTR would make approaches to those local authorities which had not expressed an interest but who were responsible for the restrictions on the selected retailer sites. If a local authority refused to participate, then other retailer sites were pursued. . Local authority recruitment was a significant task and in most cases involved:

- Identifying and making initial contact with the appropriate local authority officer contact (which was dependent on the nature of the restriction detailed by the retailer – potentially Environmental Health or Planning officers)
- Verifying the details of the restriction provided by the retailer with the local authority officer (i.e. checking to make sure that a declared voluntary agreement was indeed that and not a planning condition, as was frequently the case)
- Meeting with the appropriate officer(s) face-to-face to discuss the scheme, promote the benefits of 'hosting' a trial and assess the level of interest in participating in the project and in attending an initial working group meeting

It should be noted that the response from authorities approached was generally positive. In a number of cases, the EHOs responsible for noise issues also had a remit for local air quality, enabling them to see the wider potential benefits of a well-managed shift in delivery profiles, out of peak congestion periods.

Once local authority interest in participation had been secured, the relevant retailer was contacted to confirm the next steps, which comprised the site assessment report by the scheme's independent verification body (IVB), NAS, and arranging the first meeting of the site working group to be facilitated by TTR.

The IVB then visited the retail store in question to carry out both a covert and overt site assessment to determine the suitability of the site for a QDDS trial. The NAS site assessment report presented to each trial Working Group later in the process was a key document that required action in the form of noise mitigation measures to be introduced.

## **2.6 Establishing the QDDS Site Working Group**

The importance of a local working group (effectively a local QDDS trial project team) cannot be underestimated.

The work of each group focused on developing the local trial strategy (i.e. whether the trial should be covert / overt, the extent of engagement with local residents and elected members, the duration of the trial, the changes to delivery patterns to be implemented and the working practices to be adopted).

Previous experience has shown that the key people to engage in the working group were the retailer's store manager and the local authority's appointed officer (e.g. EHO or noise officer).

It was seen as vital that these two individuals developed a working relationship to enable the trial to be successfully delivered on the ground and to build an ongoing partnership, crucial for maintaining any revised delivery profiles beyond the duration of the QDDS trial.

Additional Working Group members across the trials included representatives from the retailer's supply chain, a retailer "Champion" (e.g. senior level, responsible for approving the application), the retailer's third party logistics provider (if applicable) and other parties deemed relevant for the specific site.

The aim of the site Working Group was to develop and agree the working practices and to oversee the running of the trial. There was a need to meet regularly to monitor progress and, in addition to the initial meeting, it was expected that the group would meet on at least two more occasions before the official trial started to finalise the actual QDDS trial arrangements and procedures. Arrangements were also made to meet during the actual trial if it was deemed necessary. In all cases, a post trial QDDS meeting was held to review the trial and agree a common way forward.

## **2.7 Establishing QDDS Site Working Practices**

The Working Group set up for each QDDS trial was required to develop and agree a set of working practices in the form of a “Memorandum of Understanding” (MoU). This MoU was recorded in a written document by TTR and effectively became an operating agreement, complete with undertakings from the various working group members. The agreed working practices took into consideration the noise mitigation measures suggested by the IVB in the site assessment report and were expected to inform the scale of implementation and subsequently the type / level of curfew relaxation to be agreed.

It was agreed at the outset by the QDDS consortium that the project would not contribute to the costs of site mitigation or equipment to be used in the trials and that any such costs would have to be borne principally by the retailer.

The agreed practices, specific for each QDDS site, covered staff training, loading bay noise mitigation measures, nature of vehicles to be used, loading / unloading activity, staff behaviour, display of NAS telephone helpline number on store premises and delivery vehicles and whether salvage / empties / packaging would be lifted or not on the return trip.

The MoU specified the start date and duration of the trial and also detailed how the local authority could cease the trial at any stage if the level of complaints from residents became unacceptable or if the retailer failed to adhere to the agreed actions in the MoU.

Site-specific MoUs are contained within the annexes to this report.

The MoU also contained the reporting requirements of each working group member. It was expected that the store manager would complete a weekly incident report (even if no incidents occurred) and, likewise, the local authority officer was expected to advise fellow members of the working group of complaints logged directly with the local authority itself.

All QDDS trials also involved the use of the independent IVB (NAS) telephone helpline to handle complaints from residents. The helpline number was publicised in-store, in the vicinity of the delivery area and in some cases directly on the delivery vehicles.

## **2.8 QDDS Noise Monitoring**

A component part of all the QDDS trials undertaken was to evaluate the noise levels for deliveries at the existing delivery times and the new proposed QDDS delivery times. TRL were appointed as noise specialists for each trial and tasked with setting up the necessary equipment at each site to record noise levels, analysing the data collected and subsequently producing a site-specific noise monitoring report for each trial.

Setting up noise monitoring equipment for each of the trials required approval from the participating retailer, as this involved the placement of measurement apparatus and, on some occasions, the presence of the TRL noise measurement team, inside the boundaries of the delivery area. In addition, the consent of members of the public, housing associations and local authorities was at times required depending upon the location of the microphones outside the delivery area to monitor noise levels beyond the delivery site.

It was recognised that all the trial sites were likely to be in different areas, of different sizes, involve different operations and vehicle sizes and affect different numbers of properties to varying degrees. Therefore, each trial site was assessed on its individual merits rather than performing an overall comparison between all of the different sites. In addition, it was agreed that the trials should not run simultaneously, so equipment could be moved to a new trial site once a trial had finished. Furthermore, the number of individual sound monitors to be set up for a trial was left to the discretion of TRL specialists, based upon site characteristics.

Three types of noise monitoring options were available for each trial. These were selected in order to assess the effects on noise from the trial site itself and to ensure that they provided the most complete understanding of the impacts / benefits to operators and residents.

- **Noise from individual vehicle operations:** noise measurements were undertaken at a fixed distance from individual vehicles during loading / unloading operations to determine the combined noise benefits of possible low-noise practices, products and technologies used, along with staff behaviour. This also allowed comparison of different combinations of low – noise measures if these varied between trials. Both maximum noise levels and short duration LAeq measurements (average noise levels) were recorded to identify instantaneous disturbance (e.g. due to doors closing, roll cage impact), as well as the typical average noise levels for loading / unloading operations.
- **Overall noise within the trial site:** measurements were taken at a single position within the perimeter of the trial site at a height of 4 metres above ground. The measured noise levels provided an indication of the overall noise within the trial site and when levels before and during the trial were compared, an indication of the increase in noise during the extended delivery periods. It was envisaged that noise from manoeuvring vehicles was likely to be the predominant source, although it would still be possible to gain some insight into the effectiveness of any non-vehicle / ancillary mitigation measures implemented for the trial. Both maximum and average noise levels were recorded over specific time periods.

- **Noise in the local vicinity of the trial sites:** these were judged to be the most significant measurements, since it is noise levels and disturbance outside the boundaries of the trial site that are the trigger for complaints from residents and the main justification for the imposition of night-time delivery curfews. Measurements were taken at positions in the immediate vicinity of the closest residential accommodation. The microphones were set up at 4 metres above ground which was representative of a typical first floor bedroom window height. Both maximum and average noise levels were recorded over specified time periods.

A series of “pre – trial” noise measurements were taken at each site, using the assessment modes described above, prior to the commencement of the QDDS pilot using the new agreed delivery times, in order to provide robust baseline data against which the potential success of the relaxation of delivery times could be assessed. This stage included identifying the noise levels associated with existing delivery operations to help identify and pre-warn the respective working groups about noise levels associated with particular delivery practices. Pre-QDDS trial measurements were on average undertaken for one week, which was considered necessary to eliminate any potential effects from variations in operations at the trial site or unexpected variations due to equipment failure.

## **2.9 Commencing the QDDS trials and on-going monitoring**

Once the working practices had been agreed by each trial working group and the pre trial noise levels recorded as a baseline, each QDDS trial commenced on the agreed start date. At this point, the NAS telephone helpline became active and was manned from 23.00 – 07.00 hours, 7 days per week, throughout the duration of each trial. Each trial ran for an agreed duration, decided by the local site working group, to allow sufficient time for retailers to become familiar with the new delivery times and the associated operating conditions. This also provided a sufficient window in which to obtain robust measurement data taking into account different vehicle types or delivery operations used by retailers.

Ideally, CCTV would have been used if operated by the retailer to allow observed activity to be matched with peaks in noise levels. However, only one of the QDDS trials (Sainsbury’s Bournemouth) had CCTV in operation.

A fundamental part of all of the QDDS trials was the handling of complaints from residents. The QDDS consortium viewed the efficient handling of complaints as crucial for the credibility of the project. Complaints from residents, relating to deliveries undertaken during the trials, could be received in a number of ways:-

- Residents could call the NAS telephone helpline, on a number specific for each trial site;



- Residents could call their local authority noise complaints / environmental health complaints helpline; or
- Residents could complain directly to the store manager

It was agreed that each complaint received for each trial should be logged and as much specific detail about the disturbance should be obtained from the complainant as possible. In addition, contact details should be taken (name, address, telephone number, email address etc). If a call was received via the NAS helpline, a specific complaint reference number was issued to the caller.

In all cases, it was agreed that the Project Manager and all other trial working group members should be informed of the complaint by the relevant recipient as soon as practicable. The complainant should be advised that their complaint had been logged and would be investigated and that they should expect a detailed response within approximately 48 – 72 hours. The local trial working group, led by the Project Manager, would then liaise to determine whether or not the complaint was valid and to identify the specific source of the noise disturbance. Once the investigation had been completed with input from the NAS, follow-up contact was made with the complainant to explain the process and results of the investigation and to advise what action had been taken to address their concerns and to provide further contact details for a direct approach, should problems persist.

Complaints were received at some of the selected sites during the course of the project. Contact with the complainant was made by the appropriate member of the working group (e.g. the Project Manager, the NAS, the local authority officer or the store manager), depending on the specific local requirement and the original recipient of the complaint. All communication with the complainant was reported and recorded.

## **2.10 QDDS Data Analysis**

The QDDS consortium members were keen to put in place a process to measure the success of the trials and report both the benefits and the negative impacts. Retailers were requested to provide operational data covering key performance indicators, including overall reductions in mileage, reduced fuel consumption, faster average journey speeds, store turnaround times and cost savings associated with the trial. Store performance data was also to be provided by the retailer. In addition, data on resident complaints were to be provided by the NAS and also from the local authority, as well as the store manager.

Data from the individual vehicle operations were also to be collated and assessed to evaluate the overall noise levels resulting from any best practice regarding driver behaviour. This, combined with the observations of the measurement team, could be used to make recommendations regarding further potential means to reduce noise impacts. Data from microphones used within the

delivery compound were averaged to obtain typical levels on a nightly basis and to identify any significant variations in levels. Data from microphones used outside the compound were also analysed to assess the overall noise impacts of each of the QDDS trials on residential properties.

In addition, emissions of CO<sub>2</sub>, NO<sub>x</sub>, and PM<sub>10</sub> were calculated (by AEA) using speed-related emission factors relevant to the specific category of delivery vehicle, taking into account what fraction of the trip time is spent either queuing or idling. The emission factors depend on the Euro standard to which the vehicle used in the trial was manufactured. The emissions team liaised with the Project Manager to ensure that the delivery vehicles included in the trials were sufficiently well characterised to allow the appropriate emission factors to be assigned.

The AEA emissions report is contained within the annexes to this report.

The level and quality of operational data provided by retailers (despite the need for this being clearly specified on the scheme application form and a key aspect of the 'business case' for out-of-hours delivery activity) was generally poor and restricted the calculation of operational and fuel efficiency improvements, as well as the emissions calculations.

## **2.11 End of QDDS Trials**

At the end of each trial, a post trial working group meeting was held to review the trial, agree the next steps and, most importantly, to determine whether the curfew relaxation would continue beyond the duration of the QDDS trial.

## **2.12 QDDS Technical Reporting**

This technical report has been completed detailing the work undertaken within the project, across all sites, highlighting benefits, barriers and all the results from the individual QDDS trials. In addition to this final report, a series of case studies have been produced providing an overview of each of the trials.

Furthermore, separate field guides have been produced for interested retailers and local authorities as guidance documents outlining the steps that each party needs to address to set up and pursue successful out-of-hours delivery trials.

### **3. TRIALS AND RESULTS**

#### **3.1 TRIAL 1 – Sainsburys & Bournemouth Borough Council**

##### **3.1.1 General site description**

Sainsbury's Castlepoint store is a major retail supermarket located within the Castlepoint shopping centre complex in Castle Lane West, Bournemouth, Dorset.

The store opened on 19<sup>th</sup> March 2003 and occupies a total gross area of 79,612 square feet. The sales area, excluding the checkout area, measures 48,220 square feet. The number of people employed at the Sainsbury's Castlepoint store totals 300 and, overall, the number of transactions recorded per week averages above 35,000.

Store trading hours are from 0700 to 2200 Monday to Saturday and from 1000 to 1600 on Sundays.

The store is within a shopping complex surrounded by residential property and already had a set of Sainsbury's 'Respect our Neighbours' policies in place, overseen by Store Management, to help to minimise disturbance to local residents.

The store is serviced via a shared service yard, to which other retailers (including Boots and TK Maxx) have access. The service yard, including Sainsbury's delivery bay, is within 50 metres of adjacent residential property situated along Yeoman's Rd.

##### **3.1.2 Original delivery profile**

Sainsbury's receive five deliveries per day of ambient, fresh, chilled and frozen goods undertaken by their own fleet (with additional deliveries at peak periods, such as at Christmas).

Three of these deliveries are received through the night/early morning at 2300, 0200 and 0400.

In addition, the store receives direct deliveries made by suppliers of bread, milk and newspapers, which arrive at various times before 0630.

### **3.1.3 Rationale for applying to participate in the Scheme and reason for selection**

In this case, the Environmental Health team at Bournemouth Borough Council, having read about the Quiet Deliveries Demonstration Scheme, made initial contact with the Project Team to recommend the Sainsbury's Castlepoint store as a potential trial site.

The Council had received ongoing complaints from residents adjacent to the delivery yard concerning alleged night-time delivery noise from the Sainsbury's premises and it was felt that, if steps were not taken to reduce the perceived disturbance to local residents, then enforcement action might be necessary.

The history of complaints relating to the site dated back a number of years and a local agreement was already in place, with Sainsbury's undertaking not to move roll cages in the yard from 2300 to 0600.

It should be noted that noise could also have been generated by other retailers with access to the shared delivery yard.

At the same time as the inquiry from Bournemouth BC was received, the Project Team was also in discussion with Sainsbury's in relation to the selection of applicant stores and submission of applications to participate in the Scheme.

Sainsbury's, recognising the opportunity to resolve current concerns, developed an application for their Castlepoint store, with the objective to further demonstrate best practices in delivery operations in order to maintain the current (2300, 0200 and 0400 plus direct suppliers) delivery profile at the store.

From Sainsbury's perspective, overnight deliveries are essential to the store's operation, supporting the store being ready to trade at 0700. The imposition of a curfew resulting in only daytime deliveries being permitted would have a severe impact on store operations and performance; impacting staff resources, reducing stock availability during trading hours, affecting the shopping experience, impacting on customer health and safety and affecting overall efficiency of transport operations.

The QDDS Consortium, responsible for selection of QDDS trial sites, chose Sainsbury's Castlepoint as one of its preferred trial stores. It was agreed that this site would offer a quick start to the trials with both willing retailer and local authority participants.

Originally, the QDDS was established to focus on sites where delivery curfew restrictions were already in place and negotiations would lead to temporary relaxation for the purpose and duration of a trial. The application for Sainsbury's Castlepoint offered an interesting variation on this approach by focusing on a

currently unrestricted site which had a history of complaints and which could face imposition of a curfew if remedial measures were not taken. The QDDS Consortium felt this offered a valid alternative, essentially focusing on prevention measures to avoid imposition of a curfew. It was agreed that this would have relevance and transferability to other, currently unrestricted sites with ongoing complaints.

### **3.1.4 Preparation for the Trial**

Once the QDDS Consortium had selected the Sainsbury's Castlepoint application as a preferred trial site, the Project Team made contact with both Sainsbury's and Bournemouth Borough Council to advise on next steps.

The Project Team and Sainsbury's Environment Manager for Logistics (responsible for the applications to participate in the QDDS trials) had worked closely in the past on another trial in South London and so there was an ideal opportunity to build on extensive experience and knowledge on both sides. Sainsbury's were therefore familiar with and experienced in the key stages of the trial methodology proposed for Castlepoint and were comfortable in proceeding to the next stage when informed that the store had been selected as a QDDS trial.

The Project Team met with the Borough Council's Environmental Health Officers to explain the background to the scheme and to walk through the key stages, roles and responsibilities of a trial. Officers were willing to proceed to the next stage to meet with Sainsbury's to form a joint working group, the role of which was to take overall project responsibility for the subsequent trial.

The working group was formed, comprising:

- Environmental Health Officers, Bournemouth Borough Council
- Store Management, Sainsbury's Castlepoint
- Logistics Management, Sainsbury's
- Transport Night Shift Management, Sainsbury's
- Logistics Environment Management, Sainsbury's
- Working Group Facilitator, QDDS Project Team

### **3.1.5 First Working Group Meeting**

The working group first met on 12<sup>th</sup> April, 2010. The objectives of the initial working group meeting were to:

- Bring all partners together to assess the potential for a trial
- Explain the background to the QDDS
- Discuss the history of store issues and complaints

- Walk around the store delivery area to see, at first hand, the delivery environment
- Understand each party's objectives for participation in a trial
- Agree the practicalities and timings of a trial
- Agree the next steps

A key issue which was discussed at the initial working group meeting was the important role that both Castlepoint Centre Management and direct suppliers of bread, milk and newspapers (also delivering to the store through the night) would have on the trial's success. It was agreed that direct bread and milk suppliers should be invited by Sainsbury's to attend the second working group meeting, along with Castlepoint Centre Management.

The Noise Abatement Society (NAS) attended the initial working group meeting to gather important background information on the site and its complaint history, as well as current noise mitigation measures adopted. NAS then undertook its formal site assessment, observing a daytime delivery to determine likely noise sources and to further review the delivery site. This site assessment was then supplemented by out-of-hours observations and reported within the trial's site assessment report (Annex 4).

### **3.1.6 Second Working Group Meeting**

The second working group meeting was then held on 28<sup>th</sup> April 2010, allowing time for the NAS site assessment report to be completed and circulated to working group members in advance. In addition to the full working group members, the second working group meeting was attended by the NAS (who presented their site assessment report to the group), as well as direct bread and milk suppliers Allied Bakeries, Warburtons and Dairy Crest. Castlepoint Centre management also attended the meeting.

An introduction to QDDS was given to new working group members and the importance of direct supplier involvement was explained by Sainsbury's, to ensure the success of the trial for all deliveries during the night-time/early morning, including Sainsbury's own 2300, 0200 and 0400 and all direct supplier deliveries.

NAS presented its site assessment report to the working group, including its conclusions on potential noise sources and recommendations for corresponding noise mitigation measures.

Key potential noise risk areas identified by NAS included:

- Noise from roll cage movement (collisions, wheel noise)
- Noise from vehicles (reversing alarms, engine noise, refrigeration equipment, roller shutter doors, tyre scrub)

- Noise from unloading activity (handling of load restraint bars, pallet truck)
- Noise from the delivery site (tannoy system, yard gates, delivery bay door)
- Noise from staff (drivers, store staff)
- Noise from independent 'direct' deliverers

The working group discussed the NAS conclusions and recommendations and agreed a series of actions to further improve current delivery practices and minimise associated noise.

The working group concluded that a trial would be feasible, following implementation of comparatively simple noise mitigation measures, and a starting date of 7<sup>th</sup> June, 2010, was agreed.

The agreed actions and noise mitigation measures to be put in place to enable a trial to proceed were recorded and then presented in a Memorandum of Understanding (MoU) (Annex 2), to which all parties were required to sign-up. The MoU was created partly on the basis of the results of the NAS survey and partly drawing on the previous experience of working group members in managing noise related issues. The working group agreed to meet again, immediately prior to the trial commencing, to review the MoU and to ensure all actions had been completed.

### **3.1.7 Development of the MoU**

During the time between the second and third working group meetings, three drafts of the MoU were produced and circulated to working group members for comment.

Meanwhile, all partners were carrying out the agreed actions in preparation for the third (pre-trial) working group meeting, at which the MoU was to be reviewed. The MoU included:

- The trial start date (originally 7<sup>th</sup> June, 2010, then amended to 31<sup>st</sup> May, 2010) and expected duration (initially 1 month, due to roof repairs at the site but ultimately extended to 6 weeks)
- The deliveries to be included (Sainsbury's 2300, 0200, 0400 deliveries plus inclusion of direct bread and milk deliveries)<sup>1</sup>
- An undertaking by Bournemouth BC to brief local residents that a trial would be commencing, to advise them of the NAS Helpline number and to ask them to complete noise logs on a 3 weekly cycle

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<sup>1</sup> Newspapers/magazines are also delivered directly to the store through the night on vans/7.5Tes vehicles. It was agreed by the working group, with Centre Management approval, that these should be re-routed to the front of the store away from the delivery area and adjacent residential properties, during the trial.

- An undertaking by Bournemouth BC to brief elected members that the trial would be commencing and also to undertake spot checks at night during the duration of the trial
- Reporting arrangements (periodical and in the event of an issue, incident or complaint) among working group members
- An undertaking by Centre Management to arrange for security to record details of vehicles arriving
- A commitment by Sainsbury's to develop a 'Charter' of required driver behaviour, deliver driver training on the Charter and ensure direct deliverers also bought in and trained drivers
- A commitment by Sainsbury's to brief and train store staff on practices to be adopted during the trial to minimise noise
- An undertaking by Sainsbury's to record operational data on journey times, fuel consumption, idling time, travelling speed and turnaround times prior to and during the trial
- A commitment by Sainsbury's to arrange for Facilities Management to service the delivery bay door, alter the tannoy system and amend pallet trucks to minimise metal-on-metal noise

### 3.1.8 Driver Charter

The driver 'Charter' (Annex 3), was considered a crucial document, developed and refined by Sainsbury's Transport Shift Management to brief drivers on required practices when delivering to the Castlepoint store.

The content of the document was presented to 106 out of the 109 potential Sainsbury's drivers who could be delivering to the store (the remaining 3 were absent or off work, ill). It outlined:

- An explanation of the trial and its purpose
- The importance of maintaining out-of-hours deliveries to the commercial success of the Castlepoint store
- The importance of driver adherence with the Charter's specific actions
- A set of required Actions including: don't sound horn, ensure a considerate approach to and departure from site, reversing alarms off, engines off when not manoeuvring, fridges off in advance of store arrival, radios off, don't slam doors, don't shout, don't whistle to attract attention from back door staff, be aware of how far voices can travel, take care in opening the shutter door to avoid rattle, carefully handle load restraint bars and don't drop them, take care when securing equipment

Drivers were then continually briefed and de-briefed on the Charter's required actions by Shift Management throughout the trial's duration.

Importantly, Sainsbury's Transport Shift Management also ensured the involvement of the 'direct' bread and milk suppliers and requested their sign-up to



the Charter. This was achieved successfully, demonstrated, for example, by Dairy Crest's attendance at subsequent working group meetings and Allied Bakeries' production of its own version of the Charter, containing the text drafted by Sainsbury's with Allied Bakeries logo added (see Annex 3).

### **3.1.9 Pre-trial Noise Recording and Change of Trial Start Date**

In accordance with the core methodology for all QDDS trial sites, noise recording equipment was installed by TRL to allow noise monitoring for a period pre-trial and throughout the live trial's duration.

Three pieces of equipment were installed, as agreed; one at the Sainsbury's delivery point; one in the garden of a complainant's property on Yeoman's Road; and one on a grass verge on Yeoman's Road, adjacent to a resident's property and directly opposite the delivery point.

The equipment was used to record 6 days of noise data immediately prior to the live trial commencing, to allow comparison and analysis of pre- and during noise levels. It was originally planned to record 12 days of pre-trial noise levels running up to the originally agreed trial start date of 7<sup>th</sup> June.

Shortly after the noise equipment had been installed, the working group was informed by Store Management (who in turn had just been informed by Centre Management) that roof repair works were due to commence at Castlepoint in mid-June. It was originally suggested that these roof repairs would be undertaken 24hrs per day and therefore posed a significant risk to the credibility of the out-of-hours delivery trial and its associated noise data recording.

The working group therefore urgently decided to bring forward the start date of the trial from 7<sup>th</sup> June to 31<sup>st</sup> May, on the assumption that this would enable at least a fortnight's live trial to be monitored before roof repairs were likely to start. It was agreed that the trial end date should remain flexible, given the uncertainty of the exact start date of the roof repairs.

A pre-trial working group meeting was then arranged for 27<sup>th</sup> May to review the MoU and to check that all agreed elements were in place, ready for the trial to commence. All actions, other than the relocation of the call bell away from the back doors, had been completed and it was agreed that the live trial should proceed with effect from the 2300hrs delivery on Monday 31<sup>st</sup> May, 2010.

### **3.1.10 Trial goes live**

The live trial commenced on 31<sup>st</sup> May and, by the start of the trial, the ongoing noise recording was in place and operational, the NAS Helpline had gone live (manned from 2300 to 0700 for each night of the trial) and all processes for reporting issues, incidents and complaints between working group members were ready.

During the trial period, weekly progress reports were circulated among working group members by Store Management to advise of any unusual issues which may have occurred.

In accordance with the MoU, Bournemouth BC had also arranged for noise logs to be completed by residents on 3 weekly cycles during the trial period and these were circulated to working group members part-way through the live trial and then discussed at the subsequent working group meeting.

The trial progressed largely without incident through the month of June.

'Super-slow' movement of roll-cages was trialled on the 2300 delivery on 7<sup>th</sup> June, involving off-loading of the vehicle supervised by Sainsbury's Transport Shift Management. On analysis of the noise data, this was found to have had some mitigating effect on the overall unloading noise.

The entrance gate used to access the Sainsbury's delivery bay changed part-way through the trial, reverting to the main gate, with an alternative having been used temporarily at the start of the trial due to main gate damage awaiting repair. (See Annex 4 (NAS Site Assessment) for a detailed site plan).

The roof repairs did not in fact commence during the trial and so did not impact on the agreed noise data collection periods.

A refit of the neighbouring HMV store did occur on one evening and this was noted for the purposes of noise data analysis.

A final working group meeting was arranged for 6<sup>th</sup> July, 2010 to review trial progress and agree next steps.

It was agreed at the final working group meeting that, as sufficient progress with best practice implementation had been made and enough data had been collected, the formal monitoring of the trial should cease on 12<sup>th</sup> July, 2010. At that point the Helpline would close, the final sets of noise data would be downloaded and noise recording equipment would be removed.

No complaints had been made through the NAS Helpline throughout the trial's duration and no complaints were received directly by Store Management.

Noise logs completed by local residents were reviewed at that final working group meeting. It was clear that the perceptions of local residents showed some positive signs, particularly in the early weeks of the trial but that there was still a need for ongoing monitoring of performance by Bournemouth BC Officers.

### 3.1.11 Results

It was agreed by all working group members that the trial should be considered a success.

The critical success factors were:

- Residents used noise logs to record what they heard (and when) and no complaints were received through the NAS Helpline or by Store Management during the trial period
- Ongoing protection of the existing night delivery profile (2300, 0200, 0400)
- Effective, ongoing working relationship developed between Bournemouth Council and Sainsbury's

An effective partnership had been established, bringing about closer working relationships between the Borough Council Officers, Store Management and Transport Shift Management.

Best practice measures had been introduced, in line with the MoU and the driver Charter and it was agreed that these measures would continue indefinitely, following the end of the formal QDDS trial period. Partnership working between the Council and Sainsbury's would also continue to ensure ongoing performance monitoring and to deal with any future issues as they may arise.

It was agreed that the trial had provided the platform to work more closely with key partners to bring about effective improvements in operational practice.

In terms of noise data analysis, the full noise report (Annex 5) compared noise data recorded pre-trial with that recorded during the live trial (31<sup>st</sup> May – 12<sup>th</sup> July). Key findings were:

- Vehicle noise on arrival is in excess of 75db. Noise peaks are attributable to vehicle arrival and departure times
- Loading and unloading noise is predominantly 60-65db and did not reduce significantly during the trial, although there were perceptions of improvements recorded by residents in noise logs.
- 'Super slow' roll cage movement did have an effect on noise levels, reducing recorded unloading noise to below 60db.
- High ambient noise readings were evident at residents' premises throughout the duration of the night, due to the adjacent road, not directly attributed to Sainsbury's activity. Observations indicated regular heavy vehicle movements (including buses) along Yeoman's Rd throughout the night

In terms of operational efficiency calculations, Sainsbury's vehicle fleet fuel consumption comparisons between current daytime and night-time operations

to/from Castlepoint store indicated a 5.7% fuel saving for night-time operations compared to daytime equivalents.

In terms of retail operations, continuance of the night-time delivery profile ensures;

- The store is replenished in time for morning trading to commence
- Store staff utilisation can be maximised during the day, helping customers and working back-stock to maintain availability throughout the day, rather than focusing on simply 'getting the delivery out'
- Safe and accessible aisles (without cases for replenishment) when customers access the store in the morning
- Efficient use of night-shift staff, whose case rates for replenishment are greater than those of day-time colleagues (due to other activities required during day-time shifts)
- Continual stock availability across product lines, ensuring the store's offer remains viable and attractive to shoppers in the face of local competition

### **3.1.12 Moving Forward – Legacy of the Trial**

Following the formal trial monitoring period, delivery hours have remained as they were, overseen by a working partnership between Bournemouth BC and Sainsbury's, who continue to monitor store delivery performance.

Although significant noise reductions were not experienced during the trial (partly due to vehicle engine noise and noise from the adjacent road), best practice measures were implemented and there were perceived improvements by residents.

The working group agreed that it is crucial that this perception is sustained and Store and Transport Shift management ensure best practice continues and driver/store staff awareness of the importance of adherence to the Charter remains high.

Direct deliverers' adherence to the Charter will also be monitored and the Charter and lessons learned at Castlepoint are expected to be rolled out to other sensitive Sainsbury's sites.

### **3.1.13 Participants' Views**

Sainsbury's Environment Manager for Logistics:

*'Sainsbury's are a keen supporter of trials such as this which promote the development of great working relationships between ourselves, local residents and local authorities. The successful outcome of the trial demonstrates that working together in this way can deliver sustained results which all parties can be satisfied with.'*

Bournemouth Borough Council Senior Environmental Health Officer:

*'Participating in the Quiet Deliveries Demonstration Scheme was a very useful exercise with us, as a local authority, being able to understand the practicalities of implementing noise control measures to a system where there are a lot of variables. Staff behaviour in particular plays an important part in ensuring noise from deliveries is kept to a minimum. This has been recognised by Sainsbury's and the direct suppliers with the implementation of the Driver's Charter. We are hopeful that this will be retained indefinitely at this location with drivers and store managers (whether new or experienced) adhering to its requirements at all times. It is anticipated that we can use this partnership working as an example to other retailers as and when we deal with delivery noise complaints in the future.'*

### **3.1.14 Special Issues from this Trial for Inclusion in the Collective Review of all QDDS Trials**

- Involvement of direct deliverers was very important, as was that of Centre Management, to ensure trial success
- Partnership working was very effective from the outset, with a willingness from all parties to work together to demonstrate best practice
- Sainsbury's Transport Shift Management played a crucial role in refining the driver Charter, rolling it out to drivers, monitoring adherence (including travelling in the cab and overseeing deliveries) and ensuring sustained driver buy-in. This involvement and commitment from the actual manager who was responsible for the store delivery (and for the drivers carrying it out) was critical for trial success. This illustrated the importance of having individuals involved in the trial Working Groups who can actually make changes to operational practices and who are in a position to ensure they continue to work
- The delivery Charter is transferable to other sites and to other operations, including the direct bread/milk suppliers, and these other 'third' parties are critical to the success of the trials
- Residents' noise logs were useful in giving previous complainants the opportunity to formally comment on progress, having been informed of a trial being introduced

### **3.2 TRIAL 2 – Marks & Spencer & Chichester District Council**

#### **3.2.1 General Site Description**

The Marks and Spencer store is a general high street store with a car park at the rear, which is not owned by M&S, located in Chichester town centre. The full address of the store is:-

Marks and Spencer  
 16 East Street  
 Chichester  
 West Sussex  
 PO19 1HS

The size of the store is 24,500 square feet and it was first opened in 1933. Currently, 121 people are employed at the store and there are approximately 35,000 transactions per week.

The store trading hours are as follows:-

Day	Opens	Closes
Monday	8.30am	6.00pm
Tuesday	8.30am	6.00pm
Wednesday	8.30am	6.00pm
Thursday	8.30am	6.00pm
Friday	8.00am	6.00pm
Saturday	8:00am	6.00pm
Sunday	10:30am	4:30pm

The store is just one of many within the main pedestrian shopping area of Chichester with access for the general public via the main entrance on East Street and also a side entrance near to St. Martin’s Street. The store has its own enclosed delivery bay located on St. Martin’s Street and deliveries are made via Priory Road and St. Martins Street before a reversing manoeuvre is undertaken by the delivery vehicle into the enclosed delivery bay. The delivery bay is located directly opposite a newsagent which has residential flats located above it. Distance from the delivery bay doors to the flats is approximately 7 metres.

### **3.2.2 Original delivery profile**

M&S receive numerous deliveries per day of ambient, fresh, chilled and frozen goods which are undertaken by their logistics provider, GIST UK Ltd. The first delivery of the day was undertaken at 06.30 hours (Monday to Saturday) and 08.15 hours on Sundays. The delivery time of 06.30hrs was introduced following recent incidents with residents and, prior to that, the delivery time was 06.00 hours (Monday to Saturday).

In addition, the newsagents located opposite the store receives deliveries which arrive at various times before 06.30 hours.

### **3.2.3 Rationale for applying to participate in the Scheme and reason for selection**

An application was received from the Logistics Department of M&S to undertake a QDDS trial at their store in Chichester.

No statutory delivery restrictions had been imposed by Chichester District Council although an informal local arrangement did exist between M&S and local residents that the first daily delivery would take place at 06.30 hours. This was agreed between both parties to alleviate the concerns of a local resident who claimed to be representing a local residents group. It would appear that one individual in particular was particularly vociferous in lodging complaints to store management.

The application put forward by M&S to undertake a trial indicated a preference to having their first daily delivery at 06.00 hours (Monday to Saturday) to assist the store in being ready to trade on opening for business.

The QDDS Consortium, responsible for the selection of QDDS trial sites, chose M&S Chichester as one of its preferred trial stores and it was agreed that resource should be committed to bring all parties together for further discussions on how to proceed.

### **3.2.4 Preparation for the Trial**

Once the QDDS Consortium had selected the M&S Chichester application as a preferred trial site, the Project Team made contact with both M&S and Chichester District Council to advise on next steps.

The Project Team initially met with the Senior Environmental Health Officer from Chichester District Council to explain the background to the scheme and to walk through the key stages, roles and individual responsibilities. The EHO was willing to proceed to the next stage to meet with representatives from M&S to form a

Working Group whose role it would be to take overall project responsibility for the subsequent trial. The working group consisted of:-

- Senior Environmental Health Officer, Chichester District Council
- City Centre Manager, Chichester District Council
- Finance & Operations Manager, M&S Chichester
- Logistics Manager, M&S Supply Chain
- Logistics Manager, GIST UK Ltd
- Working Group Facilitator, QDDS Project Team

### **3.2.5 First Working Group Meeting**

The first meeting of the working group took place on 21<sup>st</sup> June at the M&S store in Chichester. The objectives of the initial meeting were to:-

- Bring all partners together to assess the potential for a trial;
- Explain the background to QDDS;
- Discuss the history of store issues and complaints;
- Walk around the store delivery area to see the “delivery environment”;
- Understand the objectives of each stakeholder for participation in a trial;
- Agree the practicalities and timings of a trial; and
- Agree the next steps

The Noise Abatement Society (NAS) attended the initial working group meeting to gather important background information on the site and its complaint history as well as current noise mitigation measures adopted. NAS then undertook its formal site assessment, observing a daytime delivery to determine likely noise sources and to further review the delivery bay procedures employed by M&S. This site assessment was then supported by out-of-hours observations and reported within the trial’s site assessment report (Annex 4).

### **3.2.6 Second Working Group Meeting**

The second working group meeting was held on 12<sup>th</sup> July 2010, allowing time for the NAS site assessment report to be completed and circulated to working group members in advance. In addition to the full working group members, the second meeting was attended by representatives of the NAS who presented their findings from the site assessment report, including its conclusions on potential noise sources and recommendations for corresponding noise mitigation measures. Key potential noise risk areas identified by NAS included:-

- Noise from vehicles (e.g. engine idling while delivery bay doors are opened, tractor unit reversing in close proximity to residential flats, tyre scrub);
- Noise from the delivery bay (e.g. delivery bay doors, staff entry buzzer)
- Tractor unit not fully enclosed within loading bay area



The working group discussed the NAS conclusions / recommendations and agreed a series of actions to further improve current delivery practices and minimise associated noise. It concluded that, subject to the implementation of noise mitigation measures, a trial would be feasible. A date of 9 August 2010 was agreed as the start date for the trial, with the official QDDS trial to conclude on 20<sup>th</sup> September 2010.

### **3.2.7 Development of the Memorandum of Understanding (MoU)**

Shortly after the second working group meeting, a draft MoU was produced and circulated to working group members for comment. Minor amendments were made and all partners were tasked with carrying out the agreed actions in preparation for the third (pre – trial) working group meeting, at which the MoU would be reviewed and completed.

The MoU included:-

- The trial start date (9<sup>th</sup> August 2010 but then subsequently amended to 16<sup>th</sup> August 2010) and expected duration (i.e. 6 weeks);
- The deliveries to be included incorporating QDDS measures and procedures (i.e. 06.00 hours delivery Monday - Saturday);
- An undertaking by Chichester District Council to inform elected members that the trial would be taking place;
- Reporting arrangements (periodical and in the event of an issue, incident or complaint) among working group members;
- A commitment by M&S and GIST to develop a “Charter” of required driver behaviour, both during and after the trial;
- A commitment by the M&S store manager to brief and train store staff on practices to be adopted during the trial to minimise noise;
- An undertaking by M&S / GIST to record operational data on journey times, fuel consumption, idling time, travelling speed, and turnaround times prior to and during the trial; and
- A commitment by M&S to carry out noise mitigation measures as highlighted in the NAS site assessment report (e.g. use of staff buzzer, quieter working practices, etc ...)

### **3.2.8 Development of the “Driver Charter”**

The “Driver Charter” (Annex 3) was considered a crucial document, developed and refined by both M&S Logistics and their logistics contractor, GIST UK, to brief drivers on required practices when delivering to the Chichester store. The content of the document was presented to all eligible M&S drivers operating out of their regional distribution centre at Thatcham. It outlined:-

- An explanation of the trial and its purpose;

- The importance of maintaining out – of – hours deliveries to the commercial success of the Chichester store;
- The importance of driver adherence with the Charter’s specific actions; and
- A list of actions to be undertaken by the driver (e.g. don’t sound horn, keep refrigeration unit switched on, switch off reversing alarms, switch off cab radio, etc ...);

Drivers were then continually briefed and de – briefed on the Charter’s required actions by the M&S / GIST Transport Manager for the trial duration.

### **3.2.9 Pre – Trial Noise Recording**

In accordance with the core methodology for all QDDS trial sites, noise recording equipment was installed by the Transport Research Laboratory (TRL) to allow noise monitoring for a period pre–trial and throughout the duration of the live trial.

Noise monitoring equipment was installed on St. Martins Street and attached to a lamppost which was located near to the M&S delivery bay doors. However, due to a lack of suitable street infrastructure along St. Martins Street, it was proving problematic to install a second piece of kit and this caused concern among working group members about the validity of the data that would be generated.

Therefore, following a suggestion from the Senior EHO at Chichester DC, it was agreed that TRL should conduct some form of “temporary” monitoring using portable equipment on one occasion during the pre – trial period and on two occasions during the actual live trial. This was agreed by the working group. The portable monitoring would be conducted on St. Martins Street in order to measure noise levels when the delivery vehicle is accessing the store.

As a result of the discussions in relation to a second piece of noise monitoring equipment, the actual live trial had to be delayed for a week. Therefore, pre – trial noise monitoring began during week commencing 9<sup>th</sup> August 2010 with the actual live trial commencing a week later on 16<sup>th</sup> August 2010. A pre – trial meeting was held on 2<sup>nd</sup> August 2010 to review the MoU and “Driver Charter” and to check that all the agreed elements were in place, ready for the trial to commence.

It was also agreed by the Working Group that M&S / GIST should try to source the use of a “day cab” to be introduced during the trial as an experiment to ensure a fully enclosed M&S vehicle in the enclosed delivery bay rather than having a longer tractor unit with “sleeper cab” protruding on to the public road.

### **3.2.10 Live Trial**

The live trial commenced on 16<sup>th</sup> August 2010 by when the noise recording equipment was in place and operational, the NAS helpline number (0844 571 9598) was live and signage had been erected at the delivery bay displaying the

helpline number, and all processes for the reporting of issues, incidents and complaints between working group members were ready.

In addition, signage advertising the NAS helpline was also affixed to the dedicated trailer that was used to service the Chichester store. During the trial period, progress reports were circulated among working group members by Store Management to advise on any unusual issues which occurred.

For the duration of the six – week trial, no official complaints about the QDDS trial and the new delivery time of 06.00 hours were lodged with the NAS telephone helpline. However, the Store Manager did have discussions during the trial with a local resident about the new delivery time and advised the working group accordingly. The resident was advised that the delivery at 06.00 hours was merely a trial and subject to on – going review. An invitation was extended to the resident to meet with working group members to discuss the trial. The resident did not accept the invitation and did not come forward with an official complaint.

A final working group meeting was arranged for 4<sup>th</sup> October 2010 to review trial progress and agree the next steps. It was agreed at the meeting that sufficient progress had been made with best practice implementation in terms of delivery practices and enough noise data had been collected. The final sets of noise data were downloaded, noise monitoring equipment removed and the NAS telephone helpline closed.

### **3.2.11 Results of M&S Chichester QDDS Trial**

It was agreed by all working group members that the trial should be considered a success. An effective partnership previously established had been enhanced, bringing about an even closer working relationship between M&S and Chichester District Council.

Further best practice measures had been introduced, in line with the MoU and Driver Charter. As such, an agreement was reached by both parties that M&S should continue with the 06.00 hours delivery, subject to on – going review and monitoring by Chichester DC. This emphasised the fact that the trial had provided a platform to work more closely with key partners to bring about effective improvements in operational practice.

In terms of noise data analysis, the full report produced by TRL (see Annex 5) compared noise data recorded pre – trial (9<sup>th</sup> August 2010 – 15<sup>th</sup> August 2010) with that during the live trial (16<sup>th</sup> August 2010 – 27<sup>th</sup> September 2010). The key findings were:-

- Vehicle noise upon arrival is in excess of 75db and noise peaks are attributable to vehicle arrival and departure times in addition to the manoeuvring procedure that has to take place. Therefore, in the absence

- of quieter vehicle technologies, there is little that M&S can do to mitigate any disturbance.
- Early morning noise levels cannot be solely attributed to M&S activity as other vehicles of a similar size and noise level (e.g. refuse vehicles) have been observed to operate in the location at the same time.
  - No noise data was recorded from inside any residential properties. However, it can be perceived that noise levels will be of a similar level to that from other large vehicles operating in the vicinity of the M&S delivery area. Therefore, no specific increase in disturbance due to the change in time of the M&S delivery can be readily identified
  - Peak levels in the delivery bay area during the whole of the M&S delivery continue to exceed 60db although these noise levels cannot be attributed specifically to the M&S delivery activity.

In terms of transport operational efficiency calculations, there was a reported marginal improvement in fuel consumption and journey times from the Regional Distribution Centre to store, derived from the small change in delivery time. Unfortunately, and despite sustained efforts, the use of a “day cab” to remove visual intrusion of the delivery vehicle in the delivery bay could not be sourced for use during the trial, although M&S continue to seek a solution to this problem.

In terms of retail operations, continuance of the 06.00 hours delivery ensures:-

- Replenishment of the store in time for morning trading to commence.
- Better utilisation of store staff during the day to provide improved customer service rather than the focus on “filling shelves”.
- Safe and accessible aisles when the store opens for trading, thus eliminating potential health and safety issues.
- Continual stock availability across product lines, ensuring the store’s offer remains viable and attractive to shoppers in the face of local competition.
- An all – round improved shopping experience for customers

### **3.2.12 Moving Forward – Legacy of the Trial**

As indicated above, following the formal trial monitoring period, the new delivery time of 06.00 hours replaces the original 06.30 hours delivery and is overseen by a working partnership between Chichester DC and M&S, who will continue to monitor store performance.

Although significant noise reductions were not experienced during the trial, best practice measures were implemented. M&S have already made significant investment in measures to reduce noise using under – slung refrigeration on trailers, the turning off of refrigeration equipment on vehicles and the muting of the reversing audio. M&S will continue to operate best practice and identify

continual improvements to reduce noise whilst still being mindful of local resident sensitivity.

### **3.2.13 Participants' Views**

*“The City Centre Partnership was pleased to be involved in this trial. The CCP facilitated the co-ordination of this trial with the County Council, District Council, Parish Council, residents and neighbouring businesses to support M & S in the successful implementation of this change to their operational procedures. In doing so it helped M & S serve its own customers better, which benefits the City. Where appropriate, the CCP will work with businesses who wish to see developments in their operational procedures and help to minimise the conflict and effect on the City as a whole.”*

*(Kim Long / City Centre Manager, Chichester District Council)*

*“The new delivery time of 06.00 hours is working a treat! We have had nothing but positive feedback from customers and it has really helped in store presentation and commercial activity, with an increase in food retail volumes over recent weeks. Food sales are well above year targets so the QDDS trial has proved to be very positive in terms of both financial and operational store performance.”*

*(James Ash / Finance & Operations Manager Marks & Spencer, Chichester)*

### **3.2.14 Key issues from this trial for inclusion in collective review of all trials**

- Partnership working was very effective from the outset, with a willingness from all parties to work together to demonstrate best practice.
- The driver charter / MoU are transferable to other M&S stores and to other operations.
- M&S reported increased food sales during the trials thus improving overall store performance

### **3.3 TRIAL 3 – Morrisons plc & Stafford Borough Council**

#### **3.3.1 General site description**

Morrisons Stone is a major retail supermarket located in the town centre on Mill Street / Church Street approximately 5 minutes from the A34. Morrisons has been located at this site for approximately 5 years although there has been a supermarket at this site for the past 12 years, as Safeway were the occupants prior to the Morrisons takeover. The store is a purpose built retail unit which measures approximately 20,000 square feet and is visited by approximately 17,000 customers per week. The store trading hours are as follows:-

- **Monday : 0800-2000**
- **Tuesday : 0800-2000**
- **Wed: 0800-2000**
- **Thursday : 0800-2100**
- **Friday : 0800-2100**
- **Saturday : 0800-2000**
- **Sunday : 1000-1600**

The store is serviced via its own service yard at the rear of the store with access via Mill Street. The service yard is within 40 metres of residential flats which are elevated above the yard.

#### **3.3.2 Original Delivery Profile**

On a typical day, Morrisons will receive at least 7 deliveries to its Stone store containing different types of products (e.g. fresh produce, chilled goods, etc ...). The deliveries are undertaken in – house by Morrisons' own fleet of vehicles with possible additional deliveries at peak periods such as Christmas. Two vehicles carrying chilled goods normally arrive at 07.00 hours as the store houses two delivery bays. In addition, the store receives direct deliveries made by suppliers of bread, milk and newspapers around 07.00 hours.

#### **3.3.3 Rationale for applying to participate in the Scheme and reason for selection**

Initially, an application to participate in the QDDS project was made by another retailer for a store in Stafford but this application was rejected by Stafford Borough Council for a variety of reasons, including a history of local complaints, retailer failure to adhere to curfews and general store sensitivity.

Having dismissed the original retailer's application, Stafford BC suggested a possible trial with Morrisons at the store in Stone. Noise complaints had previously been made about the store when it was trading as Safeway with

deliveries arriving during the night. These complaints led to a local agreement being reached between residents, the borough council and the retailer which meant that deliveries could only be undertaken between 07.00 – 22.00 hours. As a result, Morrisons inherited this curfew and initial discussions with them indicated that they would be keen to have this relaxed, subject to agreement by all parties.

The view of Morrisons was that a relaxation of the local agreement would bring additional benefits, most notably the turnaround of stock in preparation for store opening at 08.00 hours. As such, Morrisons indicated that they would like to receive their first deliveries of the day at 05.30 – 06.30 hours, thus allowing better utilisation of night time staff. Furthermore, the new delivery schedule would eradicate the need for vehicles to stay in lay-bys on the A34 for up to 45 minutes while waiting for the original 07.00 curfew to pass. The proposed times would also help ease overcrowding in the service yard.

The QDDS consortium, responsible for the selection of QDDS trial sites, agreed to introduce a QDDS trial for the Morrisons store in Stone as both the retailer and the local authority were keen to participate and establish a working arrangement during and after the official trial.

### **3.3.4 Preparation for the trial at Morrisons Stone**

Following agreement from the QDDS Consortium to proceed with a trial at Morrisons Stone, the project team made contact with both Morrisons and Stafford BC to advise on next steps.

The project team met with Borough Council Environmental Health Officers to explain the background to the scheme and to walk through the key stages, roles and individual responsibilities. Officers were willing to meet with representatives from Morrisons to form a Working Group whose role would be to take overall project responsibility for the subsequent trial. The working group consisted of:-

- Environmental Health Officers, Stafford Borough Council
- Store Management, Morrisons Stone
- Supply Chain / Transport Management, Morrisons
- Facilities Management, Morrisons
- Working Group Facilitator, QDDS Project Team

### **3.3.5 First Working Group Meeting**

The first meeting of the working group took place on 11<sup>th</sup> June 2010 at the Morrisons Store in Stone. The objectives of the initial meeting were to:-

- Bring all partners together to assess the potential for a trial;
- Explain the background to QDDS;

- Discuss the history of store issues and complaints;
- Walk around the store delivery area to see the “delivery environment”;
- Understand the objectives of each stakeholder for participation in a trial;
- Agree the practicalities and timings of a trial; and
- Agree the next steps.

The Noise Abatement Society (NAS) attended the initial working group meeting to gather important background information on the site and its complaint history as well as current noise mitigation measures adopted. NAS then undertook its formal site assessment, observing a daytime delivery to determine likely noise sources and to further review the delivery yard procedures employed by Morrisons. This site assessment was then supported by out-of-hours observations and reported within the trial's site assessment report (Annex 4).

### **3.3.6 Second Working Group Meeting**

The second working group meeting was held on 14<sup>th</sup> July 2010, allowing time for the NAS site assessment report to be completed and circulated to working group members in advance. In addition to the full working group members, the second working group meeting was attended by representatives of the NAS who presented the findings from their site assessment report, including its conclusions on potential noise sources and recommendations for corresponding noise mitigation measures. Key potential noise risk areas identified by NAS included:-

- Noise from vehicles (e.g. reversing alarms, engine noise, refrigeration unit)
- Noise from pallet trucks / forklifts (e.g. wheel noise)
- Noise from the delivery yard (e.g. tannoy, security / access gates, sound reverberation)
- Noise from general behaviour (e.g. pallet truck passing over metal ramps, shutting cab doors)

The working group discussed the NAS conclusions / recommendations and agreed a series of actions to further improve current delivery practices and minimise associated noise. It concluded that subject to the implementation of simple noise mitigation measures, a trial would be feasible. A date of 4<sup>th</sup> October 2010 was agreed as the start date for the trial with the official QDDS trial to conclude on 15<sup>th</sup> November 2010.

However, due to issues with other trials, the trial at Morrisons Stone was brought forward and officially commenced on 30<sup>th</sup> August 2010.



### 3.3.7 Development of the Memorandum of Understanding (MoU)

Shortly after the second working group meeting, a draft MoU was produced and circulated to working group members for comment. Minor amendments were made and all partners were tasked with carrying out the agreed actions in preparation for the third (pre – trial) working group meeting, at which the MoU would be reviewed and completed.

The MoU included:-

- The trial start date (originally 4<sup>th</sup> October 2010 but then amended to 30<sup>th</sup> August 2010) and expected duration (i.e. 6 weeks);
- The deliveries to be included (Morrisons 05.30 and 06.30 deliveries);
- An undertaking by Stafford BC to brief elected members that the trial would be taking place;
- Reporting arrangements (periodical and in the event of an issue, incident or complaint) among working group members;
- A commitment by Morrisons to develop a “Charter” of required driver behaviour both during and after the trial;
- A commitment by Morrisons to brief and train store staff on practices to be adopted during the trial to minimise noise;
- An undertaking by Morrisons to record operational data on journey times, fuel consumption, idling time, travelling speed and turnaround times prior to and during the trial; and
- A commitment by Morrisons to arrange for their “Facilities Management” team to carry out noise mitigation measures (e.g. purchase of new pallet trucks, use of rubber matting, etc ...)

### 3.3.8 Development of the “Driver Charter”

The “driver charter” (see Annex 3) was considered a crucial document, developed and refined by Morrisons Transport Management, to brief drivers on required practices when delivering to the Stone store. The content of the document was presented to all eligible Morrisons drivers operating out of their regional distribution centre at Northwich, Cheshire. It outlined:-

- An explanation of the trial and its purpose;
- The importance of maintaining out – of – hours deliveries to the commercial success of the Stone store;
- The importance of driver adherence with the Charter’s specific actions;
- A list of actions to be undertaken by the driver (e.g. don’t sound horn, ensure a considerate approach and departure from the delivery yard, switch off reversing alarms, switch off refrigeration unit in advance of store arrival, etc ....)

Drivers were then continually briefed and de-briefed on the Charter’s required actions by the Morrisons Transport Manager for the trial duration.

A pre – trial Working Group meeting was held on 11<sup>th</sup> August 2010 to review the MoU and the “Driver Charter” and to check that all the agreed elements were in place, ready for the trial to commence on 30<sup>th</sup> August 2010. All actions, except for the use of “quieter” pallet trucks (due for delivery during the second week of the trial), had been completed and it was agreed that the live trial should proceed with effect from the 05.30 and 06.30 deliveries on Monday 30<sup>th</sup> August.

### 3.3.9 Pre – trial Noise Recording

In accordance with the core methodology for all QDDS trial sites, noise recording equipment was installed by the Transport Research Laboratory (TRL) to allow noise monitoring for a period pre – trial and throughout the duration of the live trial.

Two pieces of equipment were installed - the first at the Morrisons delivery point and the second on the grass verge opposite the delivery point and outside the flats on Mill Street.

The equipment was installed on 24<sup>th</sup> August 2010 and used to record 6 days of noise data immediately prior to the live trial commencing on 30<sup>th</sup> August 2010, to allow comparison and analysis of both pre and during noise levels.

### 3.3.10 Live Trial

The live trial commenced on 30<sup>th</sup> August, by when the ongoing noise recording was in place and operational, the NAS helpline number (0844 571 9599) was live and all processes for reporting issues, incidents and complaints between working group members were ready.

During the trial period, progress reports were circulated among working group members by Store Management to advise of any unusual issues which may have occurred. The “quieter” pallet trucks were in place during week 2 of the trial.

The first 3 weeks of the trial progressed without complaints but during the final 3 weeks of the trial, 3 complaints were made to the NAS helpline. These are logged below:-

Table 1: NAS helpline complaint log details – Morrisons, Stone

DATE	NATURE OF COMPLAINT
17 <sup>th</sup> Sept 2010	NOISE MADE OUT OF USUAL DELIVERY TIMES OF 7AM-10PM. DELIVERIES NOW STARTING AT 5.30PM, STORE MANAGER STATES THEY ARE AIMING TO CHANGE DELIVERY TIMES PERMANENTLY. DELIVERIES ARE MAKING NOISE AND THE LIGHTS ON THE VEHICLES ARE

	CAUSING A DISTURBANCE.
30 <sup>th</sup> Sept 2010	DELIVERY NOISES, FROM THE TRUCKS ARRIVING, REVERSING INTO THE UNLOADING BAY, ALSO ADDITIONAL NOISES FROM GATE BELL. THE REVERSING ALARM IS THE MAIN NOISE, CALLER IS REPORTING THIS NOISE OCCURRING FROM 0530 EVERY DAY.
1 <sup>st</sup> Oct 2010	CALLER IS UNHAPPY. LORRIES ARRIVING IN THE MORNING FOR EARLY DELIVERIES - LORRIES ARE DOING A 7-WEEK TRIAL OF ARRIVALS AT 5:30 AND 6:30. THE EARLY MORNING ARRIVALS ARE DISTURBING THEIR SLEEP. CALLER IS WORRIED WHETHER THEY WILL INCREASE THE DELIVERIES - AND IS ALSO WORRIED AT HOW IT MIGHT IMPACT ON THEIR PROPERTY'S RESALE VALUE. CALLER IS DISABLED AND HAS DIFFICULTIES AT NIGHT.

In all the above cases, the complainants lived at Millstone Court (i.e. the flats opposite the Morrisons delivery yard).

The details of each complaint were circulated to the working group and a representative from Stafford Borough Council undertook to contact each complainant individually. Initial contact was made by telephone but due to working patterns, direct engagement was not possible and a letter was sent to each complainant advising them that a QDDS trial was in place and a request was made to complete “noise logs” for the remainder of the trial. The official 6 week trial ended on 11 October before any further response was received from the complainants. The QDDS Project Manager was on site at Morrisons Stone on 7<sup>th</sup> October to monitor and observe the working practices for the 05.30 and 06.30 deliveries. One of the complainants did respond eventually, stating that since he lodged the complaint, the noise appeared to have reduced and as such didn't see the need to complete “noise logs”.

A final working group meeting was arranged for 14<sup>th</sup> October 2010 to review trial progress and agree the next steps. It was agreed at the meeting that despite the complaints, sufficient progress with best practice implementation had been made and enough data had been collected. The equipment used by TRL was removed, the final sets of noise data downloaded and the NAS telephone helpline closed.

### 3.3.11 Results

It was agreed by all working group members that the trial should be considered a success. An effective partnership had been established bringing about a closer working relationship between Stafford Borough Council and Morrisons.

Further best practice measures had been introduced, in line with the MoU and the Driver Charter. As such, an agreement was reached by both parties that

Morrisons should continue with the 05.30 and 06.30 deliveries subject to on – going review and monitoring by Stafford BC. This emphasised the fact that the trial had provided a platform to work more closely with key partners to bring about effective improvements in operational practice.

In terms of noise data analysis, the full report produced by TRL (Annex 5) compared noise data recorded pre – trial (24<sup>th</sup> August 2010 - 29<sup>th</sup> August 2010) with that during the live trial (30<sup>th</sup> August 2010 – 11<sup>th</sup> October 2010). The key findings were:-

- Although delivery vehicle noise is now more distinguishable as a result of the earlier delivery times, it is still the arrival and manoeuvring of the delivery vehicles that creates the highest noise levels;
- The introduction of quieter QDDS practices (staff training, use of low – noise pallet trucks, etc ... ) can have positive effects on the whole delivery process; and
- Complaints were received from residents about increased noise and light disturbance. All parties need to be aware that during warmer months, residents are more likely to open windows and therefore noise levels for residents may increase.

In terms of transport operational efficiency calculations, the key findings provided by Morrisons were:-

- Marginal improvements in fuel economy as a result of reduced braking due to less traffic on the roads at the earlier QDDS delivery times
- The journey time from the distribution centre to the store in Stone was reduced by an average of more than 5 minutes, again as a result of less traffic on the road; and
- Drivers' hours savings are also significant not only through improved journey times but also as a result of store focus on a quick turnaround of the unloading activity allowing the vehicles to depart earlier than expected

In terms of retail operations, continuance of the new delivery times of 05.30 and 06.30 ensures:-

- Replenishment of the store in time for morning trading to commence;
- Better utilisation of store staff for both the new delivery times and the replenishment of stock during the day;
- Safe and accessible aisles when the store opens for trading thus reducing any health and safety risks; and
- Continual stock availability across product lines throughout the day, ensuring a high quality shopping experience for customers

### **3.3.12 Moving Forward – Legacy of the Trial**

As indicated above, following the formal trial monitoring period, the revised delivery hours (05.30 and 06.30) remain in place, overseen by a working partnership between Stafford BC and Morrisons, who will continue to monitor store performance.

Although significant noise reductions were not experienced during the trial, best practice measures were implemented and the appropriate steps were taken in terms of addressing the complaints that were made.

### **3.3.13 Participants' Views**

*“The Quiet Deliveries Demonstration Scheme brought Morrisons and the Council together to consider new ways of working in partnership for the benefit of the community.”*

*(Philip Edge, Environmental Health Technical Assistant / Stafford Borough Council)*

*“The QDDS trials did result in some transport operational benefits as a result of having the capability to change the delivery times to the store in Stone. Although these benefits were not of great significance, in terms of the bigger picture, if the process was replicated for the whole Morrisons chain of stores, the impact would be very substantial”*

*(Tim Haslehurst, Transport Manager / Morrisons plc)*

### **3.3.14 Key issues from this trial for inclusion in collective review of all trials**

- Partnership working was very effective from the outset, with a willingness from all parties to work together to demonstrate best practice.
- The driver charter / MoU is transferable to other Morrisons stores and to other operations;
- The process that needs to be undertaken if a complaint is received by a local resident and the action to be undertaken to engage with a complainant

### **3.4 TRIAL 4 – Asda & Walsall Borough Council**

#### **3.4.1 General site description**

Asda Bloxwich is a major retail supermarket located to the north of Walsall on Woodhall Street, just off the A34. Asda has been located at this site for 40 years, as the store first opened for trading in 1971 and was one of the original Asda stores. The store currently employs 290 people

The store is a purpose built retail unit which measures approximately 48,600 gross square feet and has 37,000 customers per week. The store trading hours are as follows:-

- **Monday : 0730 - 2000**
- **Tuesday : 0730 - 2000**
- **Wednesday : 0730 - 2000**
- **Thursday : 0730 - 2000**
- **Friday : 0730 - 2100**
- **Saturday : 0730 - 2000**
- **Sunday : 1000 - 1600**

The store is serviced via its own delivery yard, located towards the rear of the store, with access via Woodhall Street. The service yard is within approximately 20 metres of residential flats which are elevated and therefore overlook the delivery bay. The service yard also doubles as a delivery and storage area with consumables stored in the delivery yard under a canopy roof.

#### **3.4.2 Original Delivery Profile**

On a typical day, Asda will receive multiple deliveries to its store in Bloxwich from the Regional Distribution Centre in Lutterworth containing different types of products (e.g. fresh produce, chilled goods, etc ...). The deliveries are undertaken in – house by Asda’s own fleet of vehicles with possible additional deliveries at peak periods such as Christmas. Two vehicles carrying chilled goods normally arrive at 07.00 and 07.45 hours respectively. The goods, primarily stored in cages, are offloaded using a scissor lift and then transported across the delivery yard and into the store for immediate shelf replenishment. In addition, the store receives direct deliveries made by suppliers of bread, milk and newspapers but these are not made prior to 07.00 hours

### **3.4.3 Rationale for applying to participate in the Scheme and reason for selection**

An application to participate in the QDDS project was made by Asda who initially wanted a trial to take place at their store in Darlington. However, upon engagement with the Darlington Borough Council, it was noted that the store was already in discussion with local residents and local planning officers on the subject of delivery times and other store operational issues and the introduction of noise mitigation measures and Darlington BC advised that they wanted to resolve any issues locally rather than via a formal QDDS trial.

Subsequently, the QDDS Project Team informed Asda of this decision and asked for further potential trial sites to be identified that were not subject to statutory planning restrictions.

Asda nominated its Bloxwich store and further investigation revealed that a voluntary agreement existed between the store, local residents and Walsall Council that no deliveries should be undertaken before 07.00 hours and after 22.00 hours to protect residents' interests. However, Asda were keen to have this relaxed subject to agreement by all parties in order to improve both operational and store performance.

The view of Asda was that a relaxation of the voluntary agreement would bring additional benefits, most notably the turnaround of stock in preparation for store opening at 07.30 hours. As such, Asda indicated that they would like to receive their first delivery of the day at 06.00 hours, with an additional delivery at 06.45 hours, thus allowing better utilisation of staff. The proposed times would also help ease overcrowding in the service yard and minimise the extra noise that would have occurred with the arrival of independent suppliers.

The QDDS consortium, responsible for the selection of QDDS trial sites, agreed to introduce a QDDS trial for the Asda store in Bloxwich as both the retailer and the local authority were keen to participate and establish a working relationship during and after the official trial.

### **3.4.4 Preparation for the trial at Asda Bloxwich**

Following agreement from the QDDS Consortium to proceed with a trial at Asda Bloxwich, the project team made contact with both Asda and Walsall BC to advise on next steps.

The QDDS project team met separately with Environmental Health Officers at Walsall BC and with the General Store Manager at Asda Bloxwich to explain the background to the scheme and to walk through the key stages, roles and individual responsibilities. Both parties were willing to proceed to form a Working Group whose role it would be to take overall project responsibility for the subsequent trial. The working group consisted of:-

- Environmental Health Officers, Walsall Borough Council
- Store Management, Asda Bloxwich
- Supply Chain / Transport Management, Asda (Lutterworth RDC)
- Estates Management (Retail Development – Property), Asda
- Working Group Facilitator, QDDS Project Team

### **3.4.5 First Working Group Meeting**

The first meeting of the working group took place on 29<sup>th</sup> October 2010 at the Asda store in Bloxwich. The objectives of the initial meeting were to:-

- Bring all partners together to assess the potential for a trial;
- Explain the background to QDDS;
- Discuss the history of store issues and complaints;
- Walk around the store delivery area to see the “delivery environment”;
- Understand the objectives of each stakeholder for participation in a trial;
- Agree the practicalities and timings of a trial; and
- Agree the next steps.

The Noise Abatement Society (NAS) attended the initial working group meeting to gather important background information on the site and its complaint history as well as current noise mitigation measures adopted. NAS then undertook its formal site assessment, observing a daytime delivery to determine likely noise sources and to further review the delivery yard procedures employed by Asda. This site assessment was then supported by out – of – hour’s observations and reported within the trial’s site assessment report (Annex 4).

### **3.4.6 Second Working Group Meeting**

The second working group meeting was then held on 12<sup>th</sup> November 2010, allowing time for the NAS site assessment report to be completed and circulated to working group members in advance. In addition to the full working group members, the second working group meeting was attended by representatives of the NAS who presented the findings from their site assessment report, including its conclusions on potential noise sources and recommendations for corresponding noise mitigation measures. Key potential noise risk areas identified by NAS included:-

- Noise from delivery gate when opened
- Noise from vehicles reversing into the delivery yard from Woodhall Street (e.g. use of reversing alarms, refrigeration unit on trailer)
- Noise from the delivery yard (e.g. use of hand held pallet trucks moving goods across the yard)



- Noise from general behaviour (e.g. other vehicular traffic in the vicinity of the delivery yard, from customers accessing the ATM machine at the front of the Asda store)

The working group discussed the NAS conclusions / recommendations and agreed a series of actions to further improve current delivery practices and minimise associated noise. Subject to the implementation of simple noise mitigation measures, the working group concluded that a trial would be feasible. A provisional date of 29<sup>th</sup> November 2010 was agreed as the start date for a 6 week trial with the official QDDS trial to conclude on 10<sup>th</sup> January 2011. However, a pre – trial working group to finalise the arrangements and protocols for the trial was not able to take place until 1<sup>st</sup> December 2010. As a result, the start of the trial was postponed until 6<sup>th</sup> December 2010 with the trial to end on 17<sup>th</sup> January 2011.

The agreed actions and noise mitigation measures to be put in place were recorded and then presented in a “Memorandum of Understanding” (Annex 2) to which all parties were required to sign up. The working group agreed to meet again, immediately prior to the trial commencing, to review the MoU and to ensure that all actions had been completed.

### **3.4.7 Development of the Memorandum of Understanding (MoU)**

Shortly after the second working group meeting, a draft MoU was produced and circulated to working group members for comments. Minor amendments were made and all partners were tasked with carrying out the agreed actions in preparation for the third (pre – trial) working group meeting, at which the MoU would be reviewed and completed.

The MoU included:-

- The trial start date of 6 December 2010 and expected trial duration (i.e. 6 weeks);
- The deliveries to be included as part of the trial (i.e. the 06.00 and 06.45 deliveries);
- An undertaking by Walsall BC to brief elected members that the trial would be taking place;
- Reporting arrangements (periodical and in the event of an issue, incident or complaint) among working group members;
- A commitment by Asda to develop a “Charter” of required driver behaviour both during and after the trial;
- A commitment by Asda store management to brief and train store staff on practices to be adopted during the trial to minimise noise;
- An undertaking by Asda Lutterworth RDC to record operational data on journey times, fuel consumption, idling time, travelling speed and turnaround times, prior to and during the trial; and

- A commitment by Asda to carry out noise mitigation measures (e.g. maintenance of scissor lift, introduction of quiet operational practices, etc ...)

### 3.4.8 Development of the “Driver Charter”

The “driver charter” (Annex 3) was considered a crucial document, developed and refined by Asda Transport Management, to brief drivers on required practices when delivering to the Bloxwich store. The content of the document was presented to all eligible Asda drivers operating out of their regional distribution centre at Lutterworth. It outlined:-

- An explanation of the trial and its purpose;
- The importance to the commercial success of the Bloxwich store of out – of – hours deliveries;
- The importance of driver adherence with the Charter’s specific actions;
- A list of actions to be undertaken by the driver (e.g. don’t sound horn, ensure a considerate approach and departure from the delivery yard, etc ....)

One of the noise mitigation measures recommended by the NAS as part of their site assessment was that drivers should switch off their reversing alarms when undertaking the reversing manoeuvre from Woodhall Street into the Asda delivery yard. However, upon investigation by Asda Transport, this request was declined by Asda Head Office due to health and safety reasons. In addition, it was agreed by the working group to leave the refrigeration units on the trailers in operation during the trial, with an agreement in place for them to be switched off when a vehicle approached the store should there be specific complaints raised by residents.

Drivers were then continually briefed and de-briefed on the Charter’s required actions by the Asda Transport Manager for the trial duration.

### 3.4.9 Pre – trial Noise Recording

In accordance with the core methodology for all QDDS trial sites, noise recording equipment was installed by the Transport Research Laboratory (TRL) to allow noise monitoring for a period pre – trial and throughout the duration of the live trial.

Three pieces of equipment were installed at the following locations:-

- Asda delivery yard
- Grounds of Woodhall House (i.e. block of flats opposite the delivery yard)
- Attached to a lamppost on Woodhall Street (i.e. near junction with Field Road)

The equipment was installed on 25<sup>th</sup> November 2010 and noise data was recorded prior to the live trial commencing on 6 December 2010, to allow comparison and analysis of both pre and during noise levels. The noise monitoring equipment installed on Woodhall Street was subsequently stolen prior to the start of the live trial and the decision was taken by members of the working group not to replace the equipment for fear of loss of additional expensive equipment.

A pre – trial Working Group meeting was held on 1<sup>st</sup> December 2010 to review the MoU and the “Driver Charter” and to check that all the agreed elements were in place, ready for the trial to commence on 6 December 2010. The Store Manager confirmed that she had engaged with the local residents’ spokesperson to advise them that the trial was proceeding and that every effort would be made to minimise noise and disturbance. As a result of this engagement with residents, the following actions were undertaken:-

- A “residents’ notice” was drafted and produced by the project manager. This was sent to the Store Manager to pass on to the residents’ spokesperson for display on the noticeboard in Woodhall House;
- A blank copy of a “residents’ noise log” was drafted and produced by the project manager. This was sent to the Store Manager to pass on to the residents’ spokesperson for completion during the live trial.

It later transpired at the post trial Working Group meeting that the Store Manager had not carried out either of the above actions.

All other actions contained in the MoU had been completed and it was agreed that the live trial should proceed with the 06.00 and 06.45 deliveries effective on 6<sup>th</sup> December 2010.

### **3.4.10 Live Trial**

The live trial commenced on 6<sup>th</sup> December and by the start of the trial, the ongoing noise recording was in place and operational, the NAS helpline number (0844 571 9595) was live and all processes for reporting issues, incidents and complaints between working group members were ready.

However, during the trial period, weekly progress reports were not circulated among working group members by Store Management to advise on any unusual issues which may have occurred.

The first week of the trial progressed without complaint but during the second week of the trial, a complaint was made to the NAS helpline. Details of the complaint are described below:-

Table 2: NAS helpline complaint log details – Asda, Bloxwich

DATE	NATURE OF COMPLAINT
16 <sup>th</sup> Dec 2010	ASDA LORRIES PARKING IN ADJOINING STREETS SO THE NOISE IS NOT BEING PICKED UP BY THE NOISE ABATEMENT MICROPHONES. THEREFORE, THIS IS NOT A FAIR TEST.

In this case, the complainant resided at Woodhall House (i.e. the flats opposite the Asda delivery yard).

The details of the complaint were circulated to the working group and representatives from both Asda Store Management and Asda Transport were asked how this problem could be resolved to the satisfaction of all parties. Additional information was received from the residents stating that Asda vehicles were parking up on side roads as early as 05.00 hours since the trial started. Information from Asda, however, indicated that vehicles destined for the Bloxwich store were not being despatched from Lutterworth until necessary to meet the 06.00 hours delivery time.

A request was made by the store manager at Asda Bloxwich for additional deliveries in the run – up to Christmas. Details of the request are below:-

*On behalf of Asda Bloxwich Store Manager*

*In the run – up to Christmas and in order to meet customer demand, the Asda Bloxwich store would like to undertake some additional deliveries on the following days in order to maintain stock levels:-*

- *Tuesday 21<sup>st</sup> December 2010*
- *Wednesday 22<sup>nd</sup> December 2010*
- *Thursday 23<sup>rd</sup> December 2010*

*There will be an additional delivery late each night, between 23.00 – 00.00 hours and a further delivery between 06.00 – 07.00 hours in the morning. These additional deliveries will be undertaken using quiet operational procedures in order to minimise excessive noise. The additional deliveries will only take place on the days shown above. The local resident who I engage with on other matters will be advised and informed that this is purely a temporary measure to satisfy customer demand and that every effort will be made to keep noise to a minimum.*

This request was circulated to the working group to gauge their views and there were no objections to this request.

A final working group meeting was arranged for 25<sup>th</sup> January 2011 to review trial progress and agree the next steps. It was agreed at the meeting that, despite the

complaint received, sufficient progress with best practice implementation had been made and enough data had been collected. The equipment used by TRL was removed, the final sets of noise data downloaded and the NAS telephone helpline closed.

There were some elements of clear non-compliance in relation to what had been agreed by members of the working group:-

- The General Store Manager did not submit weekly progress reports for the duration of the trial;
- The “residents notice” that had been prepared for display on the residents notice board in Woodhall Court had not been passed to the residents’ spokesperson by the Store Manager, as requested; and
- The “residents noise log” that had been prepared for completion by the residents spokesperson during the trial had not been passed on by the Store Manager;
- A request for vehicle logs to be kept, both pre – trial and during the trial, to monitor vehicle arrival / departure times and correlate with the noise monitoring equipment had not been actioned

At the post trial meeting, a new General Store Manager (GSM) for the Asda Bloxwich store attended the meeting and advised the working group that he had only taken up the role 24 hours earlier. He advised that the GSM who had overseen the trial had been transferred to another Asda store. As a result, a letter was sent to the GSM who was involved in the trial asking for a post trial report to be written and circulated highlighting key store management issues that occurred during the trial.

At the time of reporting, a response to the letter has yet to be received.

### **3.4.11 Results**

It was evident at the post – trial meeting that there had been clear issues with non-compliance with various elements of the MoU by the original Store Manager (e.g. non submission of weekly store reports, lack of engagement by the Store with local residents to advise them of on-going developments) and that this had raised numerous concerns. These elements of non-compliance highlight the fact that the Store Manager has a critical role to play in any trial via engagement with residents to address their concerns and to advise fellow members of the working group of the outcome of any discussions. If a store manager adopts a disengaged attitude towards the trial, there will be additional knock-on effects that will have to be addressed at a later stage. In addition, it is vital that a store manager maintains good communication links with local residents; otherwise irreparable damage that could ultimately have a significant impact on store performance may be done to the relationship.

The trial also received a complaint via the telephone helpline and the Working Group Facilitator took the opportunity to meet with local residents after the post trial meeting to discuss the complaint and to listen to their concerns that they were not fully aware of the trial despite the undertaking given by Asda Bloxwich store management to advise residents of the QDDS trial. The residents now have a direct line to representatives of Walsall Council should there be any future issues in relation to early morning deliveries to the store.

Representatives from Walsall Council who sat on the Working Group had not received any direct complaints themselves during the trial and therefore an agreement was reached by both parties that Asda should continue with the 06.00 and 06.45 deliveries subject to on-going review and monitoring by Walsall BC.

In terms of noise data analysis, the full report produced by TRL (Annex 5) compared noise data recorded pre – trial (25<sup>th</sup> November 2010 – 5<sup>th</sup> December 2010) with that during the live trial (6<sup>th</sup> December 2010 – 17<sup>th</sup> January 2011). The key findings were:-

- Increased noise levels correspond to the arrival and departure of delivery vehicles. At the flats, noise levels from arriving goods vehicles can be as much as 20 dB above the noise level either side of the vehicle's arrival.
- Due to erratic delivery schedules, the increase in noise could be due to deliveries, preparation of empty rollcages, pallets for collection, movement of non-perishable stock around the delivery yard or sources unassociated with ASDA.
- Based on World Health Organisation guidelines for sleep disturbance, it is possible that when windows are open, noisy events occurring in the vicinity of Woodhall House flats may cause disturbance to residents. These may or may not be due to noise associated with ASDA delivery processes, although it is likely that disturbance may well result from levels caused by arriving/manoeuvring delivery vehicles.

In terms of transport efficiency calculations and data on improved store performance, unfortunately, no viable operational data was provided by Asda.

### **3.4.12 Moving Forward – Legacy of the Trial**

As already indicated, following the formal trial monitoring period, the revised delivery hours remain (06.00 and 06.45), overseen by a working partnership between Asda and Walsall BC, who will continue to monitor store performance. In addition, the new GSM at the Bloxwich store is keen to establish better communication channels with local residents and advise them of any form of activity with potential to disturb, well in advance (e.g. cleaning of fridges / freezers normally undertaken in the delivery yard).

Although significant noise reductions were not experienced during the trial, best practice measures were implemented. Since the end of the formal trial, Walsall BC confirmed that no complaints have been made to them in relation to the new delivery times.

#### **3.4.13 Participants' Views**

*“Walsall Council is committed to working with partners to ensure that private enterprise thrives, even in difficult economic times. The Council does however have to ensure this commitment is measured against the impact that any newly developed policies or initiatives have on local people. The Quiet Deliveries Demonstration Scheme provided an excellent opportunity for the council’s Environmental Health Officers to work with partners in a way that it has never tried before. The scheme was facilitated well and it is hoped that going forward the experience will mean closer collaborative working between ASDA and Environmental Health Officers to the benefit of all.”*

*(Area Manager Environmental Health, Walsall Council)*

#### **3.4.14 Key issues from this trial for inclusion in collective review of all trials**

- It was clear both during the trial and at the post trial meeting that various elements of the MoU had not been enforced by Asda store management. This serves as a reminder that the store manager has a key role to play in ensuring that all store undertakings are fully implemented and communicated;
- It is vital that good communication links with local residents are established so that they feel “involved” in the trial process and are kept fully aware of any activity associated with the trial at all stages;
- The driver charter / MoU is transferable to other Asda stores and to other operations; and
- The need for retailers to collect operational data to justify revised delivery profiles and help develop a robust ‘business case’

### **3.5 TRIAL 5 – Superdrug & City of Westminster Council**

#### **3.5.1 General site description**

The Superdrug Marble Arch store is a flagship store for the company located on Oxford Street in Central London. The full address of the store is:

Superdrug  
508 – 520 Oxford Street  
London  
W1C 1NX

The store occupies approximately 10,300 square feet, arranged over two floors. The store comprises part of the ground floor and basement of the Thistle Hotel, which was originally built as apartments before being converted into a hotel with retail space underneath. The hotel comprises part of the first floor and four floors above this.

The Superdrug store is neighboured by Next to the east of the store, with stores including Dorothy Perkins, Swishu and Mothercare to the west of the store on Oxford Street. Directly opposite the store is a flagship Primark store, with luxury flats located on the floors above.

The store trading hours are as follows:-

<b>Day</b>	<b>Opens</b>	<b>Closes</b>
Monday	7:00am	11:00pm
Tuesday	7.00am	11:00pm
Wednesday	7.00am	11:00pm
Thursday	7.00am	11:00pm
Friday	7.00am	11:00pm
Saturday	8:00am	10.00pm
Sunday	12:30am	6:30pm

The store does not have its own loading / unloading facilities and deliveries are made through the customer entrance, with delivery vehicles stopping at the kerbside to the front of the store on Oxford Street.

#### **3.5.2 Original delivery profile**

The Marble Arch store receives 1 delivery per day (Monday to Friday) of ambient goods from their Distribution Centre in Dunstable, Bedfordshire. This is delivered by Superdrug’s own distribution company and arrives at approximately 6:30am. The delivery and then collection of salvage takes approximately 45 minutes. The



delivery is made by an articulated vehicle. Each delivery consists of 10 - 15 roll cages or tote boxes on a dolly. Empty cages and waste are returned at the same time.

Other deliveries are also received by the store, including one delivery from Kerry Foods (Monday to Sunday), one delivery from W H Smith News (Tuesday to Friday) and one delivery from AAH Pharmaceuticals (Monday to Saturday). These other deliveries were not the subject of the trial investigation.

In total the store receives 22 deliveries per week.

### **3.5.3 Rationale for applying to participate in the Scheme and reason for selection**

An application was received from the Transport Department of Superdrug to undertake a QDDS trial at their store on Oxford Street, Central London. At the time of the QDDS application, deliveries from the Distribution Centre were received at 6:30am Monday to Friday. This time window for deliveries is the result of a negotiated local agreement with the City of Westminster Council. Deliveries to the Marble Arch store are made from the same vehicle which delivers to the Superdrug store located in “The Strand”, with deliveries made to the Strand store at approximately 00:00 hours.

The delivery vehicle and crew then wait in Central London for the 6.30am delivery to the Marble Arch store.

In 2008, the Marble Arch store used to receive deliveries in the evening from Sunday to Thursday, at approximately 11:30pm, although deliveries were sometimes later than this. However, this led to complaints from local residents including from residents living in the flats above the Primark store on the opposite side of Oxford Street. The noise sources which were the source of disturbance included the tail-lift dropping onto the ground and noise from roll cages. The City of Westminster Council issued a noise abatement notice which was appealed, subsequently cancelled and replaced by a negotiated curfew from 9:00pm to 6:30am. There have been no recorded complaints since.

The application put forward by Superdrug was to undertake a trial to allow deliveries made by their own in-house distribution company to be received at the store at the times that the deliveries were carried out at previously – Sunday to Thursday between 8:00pm and 11:00pm.

The QDDS Consortium, responsible for the selection of QDDS trial sites, chose Superdrug Marble Arch as one of its preferred trial stores and it was agreed that resource should be committed by bringing all parties together for further discussions on how to proceed.

### 3.5.4 Preparation for the Trial

Once the QDDS Consortium had selected the Superdrug Marble Arch application as a preferred trial site, the Project Team made contact with both Superdrug and City of Westminster Council to advise on next steps.

The Project Team initially met with members of the City of Westminster Noise Team to explain the background to the scheme and to walk through the key stages. The Noise Team were willing to proceed to the next stage but referred to a Senior Environmental Health Officer who had been involved in the negotiations with Superdrug in 2008. The Senior EHO agreed to meet with representatives from Superdrug and QDDS to discuss the proposed trial further. However, there was a concern over the timing of the proposed delivery on the Sunday which was to be discussed further.

An additional check was also made with the City of Westminster Traffic Management Department to check whether there were any delivery restrictions outside the store preventing deliveries at the preferred times indicated in the trial application. This was as a result of the presence of a Traffic Regulation Order (TRO) in place due to the presence of the nearby bus stop. The check revealed that there weren't any delivery restrictions outside of the store associated with the TRO at the proposed delivery times.

### 3.5.5 First Working Group Meeting

The first meeting of the working group took place on Thursday 27th May 2010 at the Superdrug store on Oxford Street, Central London. The objectives of the initial meeting were to:

- Bring all partners together to assess the potential for a trial;
- Explain the background to QDDS;
- Discuss the history of store issues and complaints;
- Discuss the proposed trial timings, including the issue of delivering on Sundays
- Understand the objectives of each stakeholder for participation in a trial;
- Agree the practicalities and timings of a trial; and
- Agree the next steps

The agreed members of the Working Group were:

- Transport Manager, A.S. Watson Ltd (Superdrug Distribution)
- Transport Planner, A.S. Watson Ltd (Superdrug Distribution)
- Store Manager, Superdrug / Marble Arch
- Senior Environmental Health Officer, City of Westminster Council
- QDDS Project Team

The Noise Abatement Society (NAS) attended the initial working group meeting to gather important background information on the site and its complaint history, as well as viewing the on-street location for deliveries.

The initial meeting raised several potential problems, including:

- The local residents who live above the flagship Primark store are sensitised to delivery activity in the area and had previously complained to Westminster Council about deliveries from a number of stores.
- The delivery schedule of other retailers in the complex beneath the hotel was not known by Superdrug

The NAS then undertook its formal site assessment, both covertly and overtly observing an early morning delivery in June 2010 to determine likely noise sources and to review the delivery procedures employed by Superdrug and its drivers. The out-of-hours deliveries of neighbouring retailers were also investigated and recorded. The findings from these observations are reported within the trial's site assessment report (Annex 4).

### **3.5.6 Second Working Group Meeting**

The second working group meeting was held on 28<sup>th</sup> June 2010 at the Superdrug Distribution Centre located in Dunstable, Bedfordshire. This date allowed time for the NAS site assessment report to be completed and circulated to working group members in advance. In addition to the full working group members, the second meeting was attended by representatives of the NAS who presented their findings from the site assessment report, including its conclusions on potential noise sources and recommendations for corresponding noise mitigation measures. Key potential noise risk areas identified by NAS included:

- Noise from the vehicle (e.g. engine not being switched off on arrival, reversing alarms, trailer rear access door)
- Noise generated from the handling of roll cages within the vehicle
- Delivery Crew behaviour (e.g. dropping of tailgate flanges, handling of roll cages)

Another issue raised by the NAS assessment was that some of the neighbouring retailers, (i.e. Mothercare and Next) also deliver to their premises at similar times to the proposed trial times for Superdrug. Both of these stores also deliver from the loading / unloading bay to the front of Superdrug on Oxford Street. Their delivery days and times were identified as:

- Mothercare receive deliveries between 9:00pm and 9:30pm (except on a Sunday)
- Next receive deliveries between 10:00pm and 11:00pm (6 days a week except Wednesday)

This presented a serious issue in that the loading space available is only sufficient for one delivery vehicle to legally use it at a time and the available 30 minute slot (9.30pm to 10.00pm) would be insufficient to complete the Superdrug unloading/loading process.

In spite of this, the working group discussed the NAS conclusions / recommendations and agreed a series of actions to further improve current delivery practices and minimise associated noise. Subject to the implementation of noise mitigation measures, the working group concluded that a trial would be feasible. It was agreed with City of Westminster Council that the trial would be covert with local residents already aware of the Westminster Noise Team’s helpline number given previous complaints.

It was agreed that a date of 8<sup>th</sup> August 2010 would be the start date for the trial, although the exact delivery times were not agreed at the meeting, with the official QDDS trial to conclude 6 weeks hence on 19<sup>th</sup> September 2010.

### 3.5.7 Actions following the 2nd Working Group Meeting

Following the 2<sup>nd</sup> Working Group, it was suggested that a mixture of delivery times could be trialled at the store at:

Day	Proposed Trial Delivery Time
Monday	8:00 pm
Tuesday	8:00 pm
Wednesday	10:00 pm
Thursday	8:00 pm
Friday	No delivery
Saturday	No delivery
Sunday	7:00pm

Superdrug’s Transport Department undertook the following pieces of work:

- Investigating the sourcing of a dedicated delivery vehicle to be used for the trial at the Marble Arch store, and for this to be fitted with additional noise management measures, including an electronic rear access door, the fitting of foam matting within the trailer and rubber to the outside of the trailer; and
- Investigating whether it would be possible for joint consolidated deliveries to be made with Next and / or Mothercare. Both of these retailers already receive out of hours deliveries at the preferred trial delivery time window.

The QDDS Project Team also indicated that they would liaise with the City of Westminster Council regarding whether there were any CCTV cameras

overlooking the proposed delivery area and whether they could be used to record the deliveries made as part of the trial. Another action for the QDDS Project Team was to investigate whether any dispensation could be made for deliveries via a side road (i.e. Portman Street) as part of the trial. This was considered unsuitable due to substantial vehicle activity along this side street.

### **3.5.8 Development of the Memorandum of Understanding (MoU)**

Shortly after the second working group meeting, a draft MoU was produced and circulated to working group members for comments. However, the MoU was not finalised and was still subject to review by the Working Group members.

The draft MoU included:-

- Trial to commence Sunday 8<sup>th</sup> August 2010
- The formal trial was to run for a period of 6 weeks ending on 19<sup>th</sup> September 2010.
- Delivery times to be trialled as previously agreed
- Should an evening delivery fail, for whatever reason, the fallback delivery time would have been 6:15am the next morning
- The trial was to have been covert with the Noise Abatement Society's (NAS) helpline number not made visible as, local residents were already aware of the Westminster Noise Team's helpline number.
- A commitment by Superdrug to carry out noise mitigation measures as highlighted in the NAS site assessment report (e.g. delivery crew behaviour, dedicated trailer, etc ...)
- An undertaking by Superdrug to record operational data on journey times, fuel consumption, idling time, travelling speed, and turnaround times prior to and during the trial
- A pre – trial Working Group meeting to take place at the store on Tuesday 3<sup>rd</sup> August 2010 at 10.00am to check that all the relevant actions outlined had been completed
- City of Westminster Council agreed that they would inform QDDS Project Team and Superdrug Management immediately if resident complaints were received during the trial period
- If complaints had been received, remedial measures would be agreed to address resident complaints by Superdrug within 1 week of receipt of complaints
- The Working Group was to meet at the store post trial to review trial and agree future steps
- Potential legacy of the trial could have potentially involved an agreement between Superdrug and the City of Westminster Council to continue with revised delivery times

### **3.5.9 Postponement and Cancellation of the Trial**

Prior to some of the actions in the MoU being carried out, approximately 1 week before the trial was to commence, it was postponed. This was in response to the Superdrug Area Manager indicating that the proposed QDDS deliveries on Monday, Tuesday and Thursday at 20:00 hours would have caused major disruption to the store's operation and, subsequently, it was felt the deliveries could also have created potential health and safety hazards in-store.

Both the store and Superdrug's Transport Department were still committed to the trial and discussions continued between Superdrug and other retailers regarding joint consolidated deliveries in one vehicle. By the end of December 2010, very positive discussions had been held between Superdrug and Next and it was felt that consolidated deliveries would occur at some point in the future, barring any contractual conflicts. However, it was not possible for this to be agreed within the timescales necessary for a trial to operate under the Department for Transport's Quiet Deliveries Demonstration Scheme<sup>2</sup>.

An alternative suggestion was put to the store and A.S. Watson Ltd that mixed deliveries could occur with just one "quiet delivery" involving best practice, being monitored at 22.00 hours on a Wednesday evening. However, it was felt by the store that this would have negative impacts on the store replenishment team, as "the store replenishment team need to be on a constant shift pattern and the order process would not be able to cope."

### **3.5.10 What would have been the legacy of the Trial?**

Potentially, the best practice demonstrated at the trial could have been rolled out across Superdrug nationwide. As of 2011, Superdrug had over 900 stores in the UK and the Republic Of Ireland. Whilst the dedicated vehicle which would have been modified for the trial would not have been transferable to other stores, best practice in terms of vehicle specification, driver and in-house delivery staff behaviour could have been incorporated into Driver Handbooks and/or Driver Training Procedures.

The investigations into consolidated deliveries with Next could have potentially led to reduced congestion, carbon dioxide emissions, and improved safety if deliveries were made from the same shared delivery vehicle. The consolidated deliveries could also have led to further reduced levels of noise.

Communication channels remained in place with Superdrug up to the completion of the QDDS project. Superdrug are now exploring alternatives with the City of Westminster Council in relation to undertaking evening deliveries.

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<sup>2</sup> It is known that Superdrug and NEXT ran a trial of consolidated deliveries to the Marble Arch stores in early 2011 but that this is unlikely to continue for operational reasons.

The best practice that would have been produced following the trial would also have been transferable to other retailers in the area. The area is sensitive to noise given the closeness of the apartments above the Primark store. It is also understood that towards the end of December 2010, the City of Westminster Council had received complaints from residents about noise from deliveries undertaken by Mothercare.

### **3.5.11 Key issues from this trial for inclusion in collective review of all trials**

- When considering urban areas where businesses do not have their own off - street loading facilities, there is a need to consult with other retailers to identify delivery times
- Even where Transport Departments and individual Store Managers are willing to participate in Out of Hours Delivery Trials, there is still a need to engage with other members of the business concerned, including Area Managers
- Partnership working and collaboration can play important parts in improving the efficiency of deliveries. However, the length of time that these relationships take to be established, including contractual and financial matters, should not be underestimated.

### **3.6 TRIAL 6 – Tesco Planning Applications / Reading Borough Council & Wirral Metropolitan Borough Council**

#### **3.6.1 Background**

As part of the overall project, the QDDS consortium expressed a wish to look at all forms of “delivery curfew” restrictions and this included the possibility of submitting a request for a variation of a statutory planning condition that had been imposed on a store. The purpose of this exercise was to gain an insight into the planning process and the steps that have to be taken when submitting a planning application to have existing delivery times amended. If such an application was successful in terms of going through the planning route, and timescales permitting, the QDDS trial methodology would be employed in order to set up a final QDDS trial.

In February 2010, the QDDS Project Team met with a representative of Tesco who had expressed an interest in participating in the QDDS project. Discussions took place and it was agreed that Tesco would submit a QDDS retailer application form for a store that had a restriction which had been imposed by planning conditions.

The store in question was a Tesco store based in Heswall which was located on the Wirral.

However, Reading Borough Council also contacted the QDDS team and expressed an interest in the scheme; as this matched another application that Tesco had submitted, the consortium agreed that a planning application be submitted for the Tesco stores in Reading and Heswall. This dual approach would allow comparison of the respective processes in separate planning authorities.

#### **3.6.2 Tesco Extra, Reading**

The Tesco Reading store is an out-of-town store located on the outskirts of Reading town centre. The full address of the store is:-

Tesco Reading West Extra  
Portman Road  
Reading  
Berkshire  
RG30 1AH



The store is situated between a busy high street area and developing residential and industrial units on Portman Road. The store has a fully enclosed delivery bay, and access to this area is via a dedicated service road, which backs on to residential properties, from Portman Road. Delivery vehicles move along the service road and drive into the delivery bay and use a turning circle within the enclosed delivery bay before departing the store.

### **3.6.3 Details of Planning Condition**

Full planning permission for the Tesco Reading store was granted by Reading Borough Council in November 2006 but the following conditions in relation to deliveries of goods were imposed:-

- There shall be no deliveries to the food store between 23.00 and 07.00 on any day. Reason: to protect the neighbours of the adjacent properties from any unreasonable disturbance from delivery vehicles and to be in accordance with Policy NE8 (Environmental Pollution) of the Reading Borough Local Plan (1998).
- There shall be no use of, or parking of, vehicles in the food store service road between 23.00 and 07.00 on any day. Reason: to protect the neighbours of nearby properties from any unreasonable disturbance from delivery vehicles and to be in accordance with Policy NE8 (Environmental Pollution) of the Reading Borough Local Plan (1998).
- Deliveries to the food store on Sundays and Bank Holidays shall be limited to 10 deliveries per day between 08.00 and 21.00. Reason: to protect residents from unreasonable disturbance from delivery vehicle noise and to be in accordance with Policy NE8 (Environmental Pollution) of the Reading Borough Local Plan (1998)

Tesco was keen to explore the possibility of securing a temporary relaxation to the aforementioned conditions for a QDDS trial to take place and expressed a desire to replace the existing delivery which took place at 07.00 hours with a delivery between 04.00 – 05.00 hours. The rationale for seeking an earlier delivery time was that the Reading store was one of the largest “Extra” stores in their portfolio, which also offered a home shopping service, and that earlier deliveries would increase product availability for both home shop and in-store, thus reducing the conflict between the shelf – fill operation and having customers on the shop floor.

### **3.6.4 Engagement with Reading Borough Council**

As both Tesco and Reading BC had interests in the QDDS scheme, an initial meeting was held at the beginning of July 2010 between the QDDS Project team and officers from Reading BC representing transport planning, highways and the environment. No planning officer was involved at this stage. The purpose of the meeting was to explain the QDDS scheme and to explore the appetite for participation in the scheme via the planning route.

Guidance was given by Reading BC that a “Section 73” application (“Application for removal or variation of a condition following grant of planning permission – Town and Country Planning Act 1990 / Planning (Listed Buildings and Conservation Areas) Act 1990”) to vary the existing planning conditions would have to be submitted and go through the necessary channels. It was clearly explained by the officers that the application would have to be reviewed by the authority’s Planning Applications Committee and would be entirely subject to their approval.

The officers involved indicated that they would be keen to participate in a QDDS trial if the planning application was successful as they could see that the benefits of a trial were consistent with a number of their own local authority objectives. However, the officers also indicated that the application could be very sensitive once submitted as a result of local resident concerns.

### **3.6.5 Submission of “Section 73” Application**

Following the meeting with officers from Reading BC, the QDDS project team informed Tesco that the local authority was keen to participate in a QDDS trial subject to the successful outcome of the application. As such, a recommendation was made to both the QDDS consortium and Tesco that an application to vary the existing delivery conditions should be prepared and submitted to the council. Both parties agreed that this would be a very useful exercise in terms of negotiating the legislative planning route and the project team was asked to take this forward.

Tesco was happy for the project team to prepare the application and to act as their “agent” for this process. Thus, the project team continued to engage with representatives of Reading BC in terms of completing the application to seek guidance and advice on the information to be provided in the actual form and the supporting documents that were needed. Requests were made to Tesco throughout this period requesting additional information to support the application.

As discussions continued, it was indicated that a “Section 73” application may not in fact be the correct form to submit and that a “Section 96” application (“Application for a non-material amendment following grant of a planning permission – Town and Country Planning Act 1990”) should also be completed as a safeguard. Copies of both forms were downloaded from the Reading BC website and completed.

Once all the necessary supporting evidence had been collated, an application was sent to Reading BC in early December 2010. This application consisted of the following:-

- An original (and 3 copies) of a completed application S96 form for a “non-material amendment following a grant of planning permission (Town and Country Planning Act 1990)”. (N.B as outlined above, the project team were advised that this was the correct form to complete and not a Section 73 application);
- Four copies of the original decision notice from Reading BC granting full planning permission dated 10 November 2006 as supporting evidence for section 7 (“Description of Your Proposal”);
- Four copies of a supplementary guidance note entitled “Tesco Extra, Reading – proposed out-of-hours QDDS Trial” prepared by the project team. This provided further details on the aims, objectives and methodology of the QDDS project and was to be used to support the application;
- Four copies of the “Register of Title” from the Land Registry as proof of ownership of the store; and
- Four copies of an illustrative document entitled “Memorandum of Understanding” that would be used by the Tesco QDDS Working Group outlining the measures to be introduced and implemented for the purposes of the trial. This was submitted merely as an example to support the application with a caveat that the official MoU would be worked upon and agreed by the Working Group if the application was approved.

A response to the application from Reading BC was received in a letter dated 16 December 2010 acknowledging receipt. The response explained that the deadline for reports to go to the Reading BC Planning Applications Committee in January 2011 had passed and that there would be a need to consult local residents who could be affected by the new proposed delivery times which would extend the process. Consultation would have to be undertaken as the store has flats located above it and the road to the delivery bay runs to the rear of residential properties. It was highlighted that it would appear insensitive to present a report to members of Reading BC agreeing to the change in delivery times without the benefit of responses from consultees. It was confirmed that the application would be on the agenda for the next committee meeting on 9 February.

Subsequently, a further letter was received in early January 2011 from Reading BC in relation to the application. The letter stated:-

- The wrong application form had been completed and that a “Variation of Condition (Section 73)” application should be completed;

The S73 application had to be submitted by 2 February 2011 and the Council would not accept part submission of applications. Due to the original confusion over the correct application form to submit, a “Section 73” had already been

completed and this was sent immediately to contacts at Reading BC, along with the required fee.

A further letter was received from Reading BC on the 26<sup>th</sup> January 2011 in relation to the “Section 73” application that was sent. The letter contained the following paragraph:-

*“Central Government sets an eight to thirteen week target for deciding the majority of planning applications. In Reading, there is a three week neighbour consultation period and larger applications are reported to Committee, normally held every 4 weeks. Where feasible, the Council is committed to seeking amendments to schemes in order to make them acceptable. If you have not had a decision by 22 April then please contact me to check on progress.”*

An exchange of correspondence then followed to determine the current status of the application. It emerged that, due to the overall sensitivity of the application, Reading BC was now treating this as a “major” application. As a result, further public consultation had to be carried out and “Site Notices” had to be displayed at the store itself to allow the public to submit representations. The Site Notice contained the following details:-

### **NOTICE OF PLANNING APPLICATION**

#### **Town and Country Planning (Development Management Procedure) (England) Order 2010**

**Application no: 10/02264/ VARIAT**

**Site Address: Tesco Reading West Extra, Portman Road, Reading, Berkshire, RG30 1AH**

**Proposal: Operation of the development permitted by 06/00010/FUL without complying with Conditions 32,33 and 34 of that consent to allow deliveries to be made between 04.00 and 05.00 hours as part of a “Quiet Deliveries” study for a 6 week trial period only**

**Name of Applicant: Tesco Stores**

**A copy of the above application, plans and other documents submitted, can be viewed at website address <http://planning.reading.gov.uk> or are available for inspection Monday to Friday (except for Public Holidays) between 9am and 5pm at the Planning Reception, Civic Centre, Reading. Anyone who wishes to make representations about the application can submit their comments at website address <http://planning.reading.gov.uk>**

**or write, quoting the application number, to Planning, Reading Borough Council, Civic Centre, Reading, RG1 7AE**

This notice had to be displayed for a period of 21 days and failure to display the notice would delay determination of the application. Contact was made with the store manager at Tesco Reading who promptly displayed the site notice as requested both in store and at a location near to the delivery bay. The fact that the application was now being treated as a “major” application and that site notices had to be displayed meant further delays to a final decision being made about the application. The application was now deferred to the March meeting of the Planning Applications Committee.

### **3.6.6 Meeting with Members / Officers of Reading BC**

Throughout the application process, on-going dialogue continued with officers of Reading BC who were handling the application. Following the exchange in relation to the display of site notices, further correspondence was received from officers at Reading BC with a recommendation that the QDDS project team write to the members of the Planning Applications Committee, ahead of their next meeting on 9 March 2011, offering to meet with them to explain the QDDS scheme in more detail and the procedures that would be undertaken, both before and during any proposed trial, should the application be heard. A letter was then sent to the members of the committee requesting a meeting, offering a series of dates ahead of the next committee meeting in March.

A meeting was arranged for 28 February 2011 at the Civic Centre in Reading. Members of the QDDS project team met with two members of the committee and an officer of Reading BC and gave a presentation on the background to the QDDS scheme, an overview of how a QDDS trial would operate and reassurances that an agreed set of protocols would be established for the trial that all parties would have to comply with. Following the meeting, the members requested that a site visit be arranged for them to the Tesco Reading store so that they could undertake a tour of the site, including the delivery area, in order to gain a better understanding of what was being proposed and gain an insight into some of the objections that had been made by local residents.. This store visit subsequently took place on 25 March 2011; the store manager had been advised and briefed about the visit but it later transpired that the members of the Planning Applications Committee made no direct contact with either the store manager or any member of staff employed by the store.

### 3.6.7 Objections / Representations to the Application

Throughout the application process, it became clear that the issue of out-of-hours deliveries to the Tesco Reading store was very sensitive and a number of objections and representations were sent to Reading BC highlighting residents' concerns. These were mainly focused on a risk of increase in noise and it was recognised that the council has a duty of care to protect residents from any unnecessary disturbance and excessive noise. Residents also alleged that Tesco were breaching current delivery time restrictions.

If the application was successful, it was clear that the QDDS working group would have to be extremely alert to the concerns of local residents and would look to engage with them at the earliest opportunity so that they were part of the QDDS trial and felt involved in the process of agreeing the disciplines to be introduced.

### 3.6.8 Result of Tesco Reading Planning Application

Further correspondence was received from Reading BC towards the end of March 2011 confirming that the application to vary the delivery times at the Tesco Reading store would be considered at the Planning Committee meeting to be held on 6 April 2011. The letter stated that the officer's recommendation for the application was "Permitted, subject to a Legal Agreement". Officers of Reading BC also prepared a report for members of the Committee which contained the following recommendation:

#### Recommendation

*Subject to further details of the "Quiet Deliveries" Management Plan being provided Delegate to the Head of Planning and Building Control to GRANT planning permission subject to completion of an amended S106 legal agreement by 22<sup>nd</sup> April 2011.*

#### Amended conditions are:

##### Condition 32 now to read

*For a period of 6 weeks, beginning with a date no later than 6 months from the date of this planning permission, to enable a "Quiet Deliveries" trial to be carried out there shall be no deliveries to the food store on Mondays to Fridays between 23:00 and 04:00 the following day and between 05:00 and 07:00 on Mondays to Saturdays. During the "Quiet Deliveries" trial period a maximum of one delivery only shall take place between 04.00 and 05.00 and this shall be carried out in accordance with the approved mode of operation for the "Quiet Deliveries" (see following condition). Prior to commencement of the "Quiet Deliveries" trial period as approved by local planning authority and on its completion at the end of 6 weeks there shall be no deliveries to the food store between 23:00 and 07:00 on the following day. Reason: to enable a "Quiet Deliveries" trial to be carried out for*

*a maximum of 6 weeks and to protect the neighbours in the adjacent properties from any unreasonable disturbance from delivery vehicles and to be in accordance with Policy CS34 (Pollution and Water Resources) of the Core Strategy*

*New Condition 32a*

*The “Quiet Deliveries” trial shall be carried out at all times in accordance with the approved “Quiet Deliveries” Management Plan.*

*Condition 33 now to read*

*For a period of 6 weeks, beginning with a date no later than 6 months from the date of this planning permission, to enable a “Quiet Deliveries” trial to be carried out there shall be no use of, or parking of vehicles in the food store service road on Mondays to Fridays between 23:00 and 04:00 and between 05:00 and 07:00 on the following day. Prior to the commencement of the “Quiet Deliveries” trial and on its completion at the end of 6 weeks there shall be no use of, or parking of vehicles in the food store service road between 23:00 and 07:00 on the following day. Reason: to enable a “Quiet Deliveries” trial to be carried out for a maximum of 6 weeks and. Reason: to protect the neighbours of nearby properties from any unreasonable disturbance from delivery vehicles using the service road and to be in accordance with Policy CS34 (Pollution and Water Resources) of the Core Strategy LDF 2008*

On 7 April 2011, the QDDS team were informed by officers of Reading BC that the Planning Applications Committee was minded to refuse the application unless further clarity on the QDDS management plan was provided. The QDDS supporting evidence provided as part of the application stated that if the application was approved, a local working group would be established and the necessary QDDS procedures would then be adopted (e.g. a site assessment report would be conducted, noise measurements would be taken, noise mitigation measures would be implemented, etc ...). However, members of the Committee felt strongly that these procedures needed to be undertaken prior to the application being decided upon. In essence, the Committee were asking for additional technical information (e.g. current noise levels) in order to arrive at a more informed decision.

Hence, at the time of reporting, a decision has been deferred until such information can be provided in support of the application.

Contacts at Tesco, who attended the Planning Applications Committee meeting, have been informed of the deferment decision made by Reading BC. The concern for Tesco is that they were criticised for being in breach of their existing conditions (i.e. delivery times) and it is anticipated that Tesco will conduct a full investigation into these claims. In terms of next steps, internal discussions are taking place within Tesco as to whether they should provide the additional

supporting information that has been requested by Reading BC. This would involve setting up a trial Working Group, gathering baseline noise data and developing the QDDS Memorandum of Understanding, all in advance, without a guarantee that the deferred application would be successful when it came to be considered at a future meeting.

### **3.6.9 Second Planning Application / Tesco Heswall**

In addition to the application for the Tesco Reading store, the QDDS Consortium was keen to submit a second application to a separate local authority so that a comparison could be made between the planning process and the respective procedures that have to be undertaken when progressing planning applications. As previously outlined, Tesco submitted a retailer application for their store in Heswall, which was approved by the QDDS consortium. The application contained details of a planning condition they wanted relaxed at their store in Heswall which fell under the jurisdiction of Wirral Metropolitan Borough Council. Again, the purpose of the application was to vary a condition requesting a short-term, temporary relaxation in the hours during which deliveries are permitted to the store. The address of the store was:-

Tesco  
Telegraph Road  
Heswall  
Wirral  
Merseyside  
CH60 7SE

The condition currently attached to the Tesco store in the planning permission dated 15 November 2002 was:-

- *“The use of the service yard shall only take place between the hours of 7am to 9pm Monday to Friday, 7am to 6pm on Saturday and 9am to 5pm on Sundays and public holidays.”*  
*Reason – “In the interests of residential amenity”*

If a temporary relaxation in the planning condition was to be permitted for the purposes of a trial, Tesco envisaged deliveries at 23.00 hours (currently delivered at 18.00 hours) and an additional delivery at 05.00 hours (currently delivered at 07.30 hours).

Following agreement by both the QDDS consortium and Tesco to submit a second application, initial discussions were held with the planning department of Wirral MBC to explain the purpose of the scheme and to receive guidance on the best way to proceed. Guidance was given by planning officers suggesting a “Section 73” application to vary the existing condition for the purposes of a QDDS



trial should be submitted, along with supporting documentation to explain the QDDS project and the purpose and structure of the trial.

During the process of preparing the application and supporting evidence, problems arose in relation to obtaining the Land Registry documents that were required to be submitted. As such, the full application was not submitted until late January 2011. The following documents were forwarded to the planning department of Wirral MBC:-

- One original and 3 copies of a “Section 73” application form for the variation of a condition following grant of planning permission;
- Various copies of original planning permission and appeal decision documents which had been amended over the years. Tesco had previously submitted an application to vary the delivery hours in late 2008. The Planning Inspectorate had refused this application in January 2009;
- Four copies of the current “official copy of register of title” (i.e. land registry documents confirming ownership of the store) which also included copies of the layout / plan of the Heswall store in scale 1:2500;
- Four copies of a document entitled “Tesco Heswall – Proposed out-of-hours Deliveries Trial” as supporting evidence providing further details on the aims, objectives and methodology of the Quiet Deliveries Demonstration Scheme; and
- Four copies of an illustrative “Memorandum of Understanding” that would be developed by the Tesco Heswall QDDS Working Group, outlining the measures to be introduced and implemented for the purposes of the trial.

In addition, the fee of £170.00 was also paid. A letter was received from Wirral BC mid February 2011 formally acknowledging receipt of the application. The letter also stated that notice of a decision should be received by early April 2011.

Dialogue continued between the QDDS project team and officers of Wirral MBC as the application was being progressed, with Wirral MBC adopting the same approach as Reading BC and contacting local residents who would be affected by the application to obtain their views and representations. This formal consultation with residents lasted for approximately 3 weeks.

However, as time elapsed, it became clear from communication with Wirral MBC that the application was proving to be very sensitive indeed with the council receiving a number of objection letters and a petition signed by 30 separate households objecting to the trial and the proposed changes in delivery times. Complainants alleged that Tesco were already breaching current delivery restrictions and the risk of increased disturbance from revised delivery times would be unacceptable.

Copies of the objection letters, which highlighted the strength of feeling against a Tesco trial taking place, were provided to the QDDS project team towards the end of March 2011 by the council for a fee of £12.00.

Further correspondence was received from officers at Wirral MBC at the beginning of April 2011 stating that officers were going to recommend refusal of this application based upon the decision made by the Planning Inspectorate in January 2009. The main reason provided was:-

*“The site is sensitive due to the proximity of the neighbouring properties and in this case there is no evidence to show that disturbance will be prevented and it would be unacceptable to extend the hours even for a trial period.”*

The QDDS project team were informed that the application would still be considered at the next Planning Applications Committee meeting to be held on 26 April 2011 but based upon the recommendation made by officers and the obvious sensitivity involved, it was expected that the application would be refused.

Both Tesco and the QDDS consortium were advised accordingly and it was left to the discretion of Tesco as to whether to take any further action outside of the scheme.

### **3.6.10 Conclusion**

Submitting two applications to vary planning conditions in relation to delivery times provided some very useful results for the QDDS Consortium. It is clear that out of all the types of restrictions that have been encountered during the QDDS project; this is the most complex in terms of the steps that need to be taken to set up an out-of-hours delivery trial.

The process in terms of trying to temporarily lift existing statutory restrictions is complicated to non-planners and the following recommendations should be taken into account:-

- Early engagement with the relevant local authority planning officers to seek advice and guidance both before and during the application process;
- Develop a strong business case and provide concise and clear supporting documentation containing key objectives of having an existing planning restriction varied / lifted;
- Ensure compliance with the various requirements of the planning application process (e.g. display of site notices) as instructed by the local authority;
- Do not underestimate the time and resource required for the planning application process and, more importantly, even if you have adhered to

- the guidance and instructions provided, do not assume that the application will be successful; and
- If the application is unsuccessful, consider the possibility that the store will come under closer scrutiny if already in breach of existing planning conditions.

The planning rules and regulations obviously exist for a purpose and, in relation to store delivery times, the legislation serves to protect residents from any excessive noise and disturbance. Based upon the examples that the QDDS project focused upon, namely the Tesco stores in Reading and Heswall, it is evident that the whole issue of delivery times is fraught with sensitivity with residents clearly displaying their views and objecting to the new delivery times that were submitted in the respective applications.

However, the local authority has a duty to balance such objections against their wider objectives of reducing congestion, improving air quality, reducing greenhouse gases and increasing economic growth. As such, it is a fine balance in terms of being sensitive to the needs of local residents and attracting additional investment from the private sector for the benefit of the local economy.

## **4. CONCLUSIONS AND RECOMMENDATIONS**

### **4.1 Benefits of ‘Out-of-hours’ Deliveries**

QDDS has shown that ‘out-of-hours’ delivery trials are possible when retailers and local authorities work effectively together, in partnership. The trials have demonstrated that operational savings, albeit marginal in most cases in terms of fuel consumption, journey times and driver/vehicle utilisation, can be achieved, along with corresponding minor reductions in vehicle emissions.

The impact of even minimal changes to delivery timings can have a significant effect on store retailing activity, enabling shelves to be replenished with fresh stock, ready in advance of store opening.

QDDS has also shown that complaints from residents (which did occur during the trials) can be effectively managed, enabling continuation of revised delivery profiles beyond a trial’s duration.

Although all benefits may be small when considered at the local level, the potential impact of widespread uptake of best practice in ‘out-of-hours’ deliveries could be very significant and help to deliver on local authority environmental objectives, particularly those driven by air quality improvement targets.

### **4.2 Stakeholder Management and Partnering (Local Authorities / Retailers)**

A key to successful QDDS pilot trials was to find a willing local authority / retailer combination and bring them together, in partnership, to form a project team able to deliver the trial at the local level. It was particularly crucial that a strong relationship developed between the store manager and the relevant local authority officer (potentially the Environmental Health, Pollution Control or Noise Officer) as they, at the practical level, could make all the difference to the success of a trial.

It is important that this relationship between retailer and local authority is formed as early as possible in the process – ideally at the time of store planning/initial opening.

Rather than trying to force local authority participation in a trial, it was important that the local authority understood the potential benefits to be derived from involvement. They needed to understand that some concessions would have to be made in relaxing curfew restrictions to achieve the potential vehicle emission, air quality, road safety and congestion benefits.

The QDDS trials had to be “sold” well at the local level to encourage local authority involvement, as individual officers may have struggled to see the macro-benefit of involvement, particularly if difficulties with residents emerged. It had to be recognised that not all local authorities and, at individual level, not all local authority officers, would have the appetite for involvement. Therefore, the process and potential benefits had to be well presented to potential local authority partners.

The clear willingness of selected local authority officers from the participating authorities to become involved in the Scheme was a very positive project finding.

It was envisaged that retailers would be eager to become involved in the trials. The potential benefit to a retailer of shifting even one or two vehicles from the daytime peaks to night-time or early morning deliveries can be significant. Through experience, it is already known that a vehicle carrying fresh produce could arrive at a store at 07.00 hours (the same time as the store opens) meaning that staff are taken off the shop floor and redeployed to the delivery unloading process and thus produce does not appear on shelves in time for the early morning rush. Bringing the delivery time forward, even by a small incremental amount, means that store staff can offload and have produce on the shelves in time for store opening.

The delivery environment at 07.00 hours is potentially very different to that at 05.00 hours and retailers who wanted to be involved in the project had to understand that operational concessions needed to be made to satisfy the requirements of the local authority noise officers. These concessions related to mitigation measures to reduce noise from the loading bay, the delivery vehicle, handling equipment, operational staff, etc...

### **4.3 Stakeholder Management (Residents / Elected Members)**

While QDDS trials can clearly help to meet the logistical needs of businesses and should be undertaken in accordance with the requirements of the relevant local authority officer, it was vitally important that the concerns of local residents were adequately managed. Disturbance from loading and unloading related activity can be very subjective. Activity that disturbs one individual may go unnoticed by another. It is all dependent on the proximity of residents’ premises and even down to the time of year (i.e. summer season, with windows open).

Regardless of these variables, preservation of residents’ enjoyment of peace and quiet and abatement of noise were of fundamental importance. Therefore, it was important to take into account the views of local residents when planning the QDDS trials and, equally, it was important that consideration be given to engaging with local authority members who had been elected to represent their

residents. A key approach was to keep local residents informed and, where relevant, provide them with noise logs to record instances of disturbance.

#### **4.4 Balance of Expectations - Compromise**

A cornerstone of carrying out the QDDS trials was to strike a balance between the noise mitigation expectations of local residents/local authorities with what a retailer would actually be willing to pay for. In some extreme cases, full enclosure and soundproofing of a service yard may be the only measure to sufficiently mitigate noise from delivery and servicing activity to avoid resident disturbance. However, the cost of this mitigation may be so prohibitive as to prevent the retailer from even considering it. Conversely, a retailer unwilling to review standard (daytime) delivery practices in any way for night-time activity was unlikely to be able to participate in a trial if residents have clear concerns and noise nuisance could be expected to occur.

Compromise was a key requisite for the QDDS trials, as what works at one site may not work effectively at another. Also, what worked effectively at one site may not actually be necessary at another. Specific mitigation measures should be relevant for the individual site in question and not be a prescriptive list expected to be applicable in all cases. This was solved effectively during the project through formation of a working group at each site and development of an MoU.

#### **4.5 Stores ‘at risk’ of curfew**

At the beginning of the QDDS project, the intention was to focus on stores with existing curfews. However, one of the most successful trials was that involving Sainsbury’s and Bournemouth Borough Council, which involved a store currently without restrictions but with a history of resident complaints and ‘at risk’ of having a curfew imposed.

Using the QDDS process, this store continues to operate at its original night-time profile due to demonstrating best practice and the development of a much closer working relationship between store management and the local authority environmental health team.

Clearly there is a logic in adopting best practice before restrictions are imposed, as well as trying to solve a problem (and reverse a restriction) at stores already with a curfew.

A key recommendation, therefore, is that retailers should consider the QDDS approach for currently unrestricted stores ‘at risk’ due to resident complaints.

#### **4.6 Planning and design of delivery points**

When designing new store layouts, retailers should take the opportunity to 'design out', as far as practicable, noise sources likely to lead to conflict with local residents.

This may be as simple as deciding to locate the service yard away from adjacent residential property. This can be supplemented with sensible vehicle routing plans to keep the delivery fleet away from sensitive locations.

#### **4.7 Centre Management**

For retail outlets located within larger shopping centres/malls, it is crucial to have centre management involvement in discussions when considering 'out-of-hours' delivery activity.

Noise disturbance at these multiple occupancy sites (where shared delivery yards are common-place) can often be attributed to one retailer when the source may actually be activity undertaken by a separate retailer.

Centre management can help to ensure that shared site-related issues (like the opening of shared security gates and service yard activity) are well-managed and reduce the risk of local resident disturbance.

#### **4.8 Peripheral issues at stores can affect Authority buy-in**

Retailers should be aware that wider issues relating to store activity can have an effect on the willingness of a local authority to become involved in trialling alternative delivery profiles.

During QDDS negotiations with local authorities the project team was made aware of issues ranging from the noise from store roof-mounted air conditioning equipment to the location of a smoking shelter, which had caused conflict with local residents and which would discourage authorities from wishing to participate in trials of revised delivery hours.

#### **4.9 Adherence to existing restrictions, as well as the measures in the MoU and Drivers' Charters**

It is crucial that retailers adhere to both existing restrictions, as well as the measures contained within the MoU and drivers' charters. During the QDDS trial negotiations there were allegations about retailers failing to adhere to current restrictions which left authorities sceptical about their intentions to adhere to revised delivery profiles and the agreed measures in MoUs.

#### **4.10 Buy-in from all parts of the retail supply chain, including own transport and direct deliverers**

To ensure a trial of revised delivery hours actually works and avoids complaints from residents, full buy-in from all relevant parts of the retail supply chain is critical.

The success of the Sainsbury's/Bournemouth BC trial is attributable, at least in part, to the involvement and commitment of a Transport Shift Manager at Sainsbury's Basingstoke depot, who developed the 'driver charter', briefed his drivers, travelled in the cab to observe a delivery and closely monitored operational performance during the trial. This was crucial support for the store manager and helped to convince the Borough EHO of Sainsbury's commitment to demonstrating best practice.

It is important to remember that noise from the delivery point can be created not just by a retailer's own fleet operations but also by direct deliverers, including bread and milk suppliers, delivering directly to store. To ensure the success of trials, these direct deliverers need to be included in discussions and their buy-in to the agreed MoU secured.

#### **4.11 Vehicle manoeuvring noise**

Noise monitoring and evaluation has demonstrated that the main source of peak noise at out-of-hours delivery sites is that generated by the delivery vehicle, particularly when manoeuvring on site, with engine idling, over-revving and tyre scrub.

This noise can be in excess of 75db, while normal unloading activity can typically be 60-65db.

This is a key area for future development of quieter vehicle technology.

#### **4.12 Behavioural Measures**

Linked to the point about low-noise vehicle technology above, it is clear from the QDDS trial sites that behavioural measures (involving drivers and store staff) do lead to reductions in loading/unloading related noise, albeit to a limited extent.

Although noise reductions from behavioural measures were small, they can still be considered an important element of overall noise level reductions.

#### **4.13 Lack of understanding of curfew types**

It became clear during discussions with local authorities that many applicant retailers had declared incorrect restriction types. Curfews declared as local agreements on application forms frequently turned out to be planning-based restrictions and therefore significantly more difficult to negotiate.



It is crucial that retailers develop a clearer understanding of the various restriction types and the approaches required to deal with each.

Interestingly, during the negotiations with Reading Borough Council, inaccurate guidance on the correct procedure to be adopted/application to be completed was provided by the authority. This led to wasted effort and a delay in the application process.

#### **4.14 Operational Data Monitoring by Retailers**

The extent and quality of operational data (both transport and store retail-related) received from participating retailers was general patchy – good in some cases and non-existent in others.

Retailers need to record and present accurate operational data to help develop robust business cases for alternative delivery profiles. Fuel consumption data, in particular, is essential to calculate operational savings, as well as reduced vehicle emissions and (if extrapolated) the impact on local air quality.

#### **4.15 Reporting**

The issue of out-of-hours deliveries has repeatedly been proposed as a sustainable distribution concept for many years, yet it remains unclear how best to approach the issue at a local level. This is exactly the reason why the QDDS scheme was developed.

A set of QDDS case studies has been prepared in conjunction with this technical report focusing specifically on the trials. This will enable best practice to be shared and hopefully lead to a breakdown of the long-held barriers that have previously existed, preventing wider uptake of out-of-hours deliveries as standard.

In addition, separate field guides have been produced for both local authorities and retailers, detailing the steps that each party should take when considering out-of-hours deliveries, thereby providing support with practical implementation.

## 5. LIST OF ANNEXES

- ANNEX 1: QDDS Local Authority Guidance Note  
QDDS Retailer Guidance Note and Application Form
- ANNEX 2: Sainsbury's Bournemouth MoU  
M&S Chichester MoU  
Morrisons Stone MoU  
Asda Bloxwich MoU  
Superdrug Westminster Draft MoU
- ANNEX 3: Sainsbury's Bournemouth Driver Charter  
Sainsbury's (Allied Bakeries) Driver Charter  
M&S Chichester Driver Charter  
Morrisons Stone Driver Charter  
Asda Bloxwich Driver Charter
- ANNEX 4: Sainsbury's Bournemouth NAS Site Assessment Report  
M&S Chichester NAS Site Assessment Report  
Morrisons Stone NAS Site Assessment Report  
Asda Bloxwich NAS Site Assessment Report  
Superdrug Westminster NAS Site Assessment Report
- ANNEX 5: Sainsbury's Bournemouth TRL Noise Report  
M&S Chichester TRL Noise Report  
Morrisons Stone TRL Noise Report  
Asda Bloxwich TRL Noise Report
- ANNEX 6: Vehicle Emissions Report (AEA)

## 5.1 Annex 1

### 5.1.1 QDDS Local Authority Guidance Note



## Local Authority Guidance Note



### Background

Out-of-hours deliveries to retail premises, comprising quiet deliveries at night-time and also during the 'shoulders' of the day (i.e. prior to opening, after closing), away from peak periods, can potentially offer significant environmental and social benefits.

Moving delivery activity out of peak periods removes HGVs from congested locations and can help reduce vehicle emissions and lead to improvements in both local air quality and local road safety. Doing so, in turn, lessens daytime disturbance and allows quiet deliveries to become the norm.

From a logistics and retailing perspective, out-of-hours deliveries make sound operational sense. However, out-of-hours deliveries may also have an impact on local residents and local communities. Noise from vehicle manoeuvring and loading/unloading activity can impact on local residents, particularly at times of day when ambient noise levels are low. HGV movements in urban areas are therefore often constrained during night-time and/or weekend periods by local curfew regulations put in place to avoid noise impacts. These include delivery curfew restrictions imposed by planning conditions, noise abatement notices or local agreements between retailers and the local authority/local residents.

If they wish these regulations to be relaxed, retailers need to be able to demonstrate that any out-of-hours delivery activity will be undertaken in a way which minimises disturbance and disruption to local residents, while continuing to meet the operational needs of the business.

The operational and commercial benefits to be derived from deliveries undertaken outside of peak periods can include:

- Reduced round trip journey times
- Reduced vehicle turnaround times at stores
- Reduced fuel consumption from less time spent stationary, idling in congestion
- Improved shift productivity from drivers and vehicles
- Increased product availability within store
- Less conflict between deliveries and customers on the shop floor

### The Quiet Deliveries Demonstration Scheme (QDDS)

The Department for Transport has now established a consortium, in partnership with the Freight Transport Association and the Noise Abatement Society, in order to investigate and promote the potential environmental, social and operational benefits from relaxation of delivery curfews for quiet deliveries.

The consortium will oversee the Quiet Deliveries Demonstration Scheme (QDDS). The QDDS will run for 15 months until March 2011, and will involve setting up, running and reporting on quiet delivery demonstration trials at six retail premises across England. The trials will involve relaxation of restrictions at these selected retail sites for a specific time period, during which quiet deliveries will be permitted and closely monitored.

The Scheme is being managed by freight specialists at transport consultants, Transport & Travel Research Ltd (TTR).

### QDDS Trials

A total of six trial sites will be chosen. Local trial working groups will be set up, involving the retailer and the relevant local authority. TTR will act as the trial facilitator. The local working group will oversee the local trial and agree working practices and necessary noise mitigation measures.

The Noise Abatement Society will carry out site assessments, offer recommendations on noise mitigation measures and provide a noise complaint helpline for local residents. On-site noise monitoring will be carried out by TRL Ltd.

Participation in the QDDS trials is free of charge, which means that the QDDS will meet the costs of overall scheme management, independent monitoring of noise levels, the site assessments, complaints helpline, quantification of benefits and

production of case studies/guidance. However, the QDDS will not contribute to the costs of any site, vehicle or other noise mitigation measures to be used in the trials; these will be the responsibility of the retailers for the selected sites.

### Local Authority Expressions of Interest

Local authorities, potentially willing to 'host' a trial within their area, are now invited to confirm their interest in participating in the Scheme.

We are keen to have a good geographical spread of trial sites, across the English regions, and therefore welcome expressions of interest from all English local authorities.

To submit an expression of interest, local authorities should email [quietdeliveries@ttr-ltd.com](mailto:quietdeliveries@ttr-ltd.com) with contact details for the officer with whom further contact should be made. If you'd like to discuss the Scheme further before submitting an expression of interest, please contact the QDDS Team on 0207 953 4069, who will be happy to help.

**The deadline for receipt of expressions of interest from local authorities is 5pm on Thursday 25<sup>th</sup> February, 2010.**

## 5.1.2 Annex 1 - QDDS Retailer Guidance Note & Application Form



*Guidance Notes for Retailers*

Quiet Deliveries  
Demonstration Scheme

### Background

Out-of-hours deliveries to retail premises, comprising quiet deliveries at night-time and also during the 'shoulders' of the day (i.e. prior to opening, after closing), away from peak periods, potentially offer significant benefits to retailers and transport operators.

The operational and commercial benefits to be derived from deliveries undertaken outside of peak periods can include:

- Reduced round trip journey times
- Reduced vehicle turnaround times at stores
- Reduced fuel consumption from less time spent stationary, idling in congestion
- Improved shift productivity from drivers and vehicles
- Increased product availability within store
- Less conflict between deliveries and customers on the shop floor

Moving delivery activity out of peak periods removes HGVs from congested locations and can also contribute to wider environmental and social benefits, including reduced vehicle emissions and improvements in both local air quality and local road safety. Doing so, in turn, lessens daytime disturbance and allows quiet deliveries to become the norm.

From a logistics and retailing perspective, out-of-hours deliveries make sound operational sense. However, out-of-hours deliveries may also have an impact on local residents and local communities. Noise from vehicle manoeuvring and loading/unloading activity can impact on local residents, particularly at times of day when ambient noise levels are low. HGV movements in urban areas are therefore

often constrained during night-time and/or weekend periods by local curfew regulations put in place to avoid noise impacts. These include delivery curfew restrictions imposed by planning conditions, noise abatement notices or local agreements between retailers and the local authority/local residents.

If they wish these regulations to be relaxed, retailers need to be able to demonstrate that any out-of-hours delivery activity will be undertaken in a way which minimises disturbance and disruption to local residents, while continuing to meet the operational needs of the business.

### Quiet Deliveries Demonstration Scheme (QDDS)

The Department for Transport has now established a consortium, in partnership with the Freight Transport Association and the Noise Abatement Society, in order to investigate and promote the potential benefits from relaxation of delivery curfews for quiet deliveries.

The consortium will oversee the Quiet Deliveries Demonstration Scheme (QDDS). The QDDS will run for 15 months until March 2011 and will involve setting up, running and reporting on quiet delivery demonstration trials at six retail premises across England. The trials will involve relaxation of restrictions at these selected retail sites for a specific time period, during which quiet deliveries will be permitted and closely monitored.

The Scheme is being managed by freight specialists at transport consultants, Transport & Travel Research Ltd (TTR).

### Retailer Applications to Participate

Interested retailers are now invited to participate and to submit applications for stores with delivery curfew restrictions, anywhere within England, to be the trial sites in the Scheme. We are keen to have a good geographical spread of trial sites, across the English regions.

We welcome applications from restricted stores across the full range of delivery curfew restrictions, including planning conditions, noise abatement notices and local agreements.

We also welcome applications from the full range of store types, including town/city centre, out-of-town, convenience store etc.

A maximum of three stores will be considered from each retailer applying, with a maximum of one of these stores being within Greater London.

**Applicants should complete the application form attached to this document and return to the address provided, with relevant supporting information. Please note that detailed information on current store restrictions will be needed and we recommend that this information is sourced early on in the process of developing your application.**

**The deadline for applications is 5pm on Friday 19th February, 2010.**

## QDDS Trials

A total of six trial sites will be chosen.

Local trial working groups will be set up, involving the retailer and the relevant local authority. TTR will act as the trial facilitator. The local working group will oversee the local trial and agree working practices and necessary noise mitigation measures.

The Noise Abatement Society will carry out site assessments, offer recommendations on noise mitigation measures and provide a noise complaint helpline for local residents. On-site noise monitoring will be carried out by TRL Ltd.

Participation in the QDDS trials is free of charge, which means that the QDDS will meet the costs of overall scheme management, independent monitoring of noise levels, the site assessments, complaints helpline, quantification of benefits and production of case studies/guidance. However, the QDDS will not contribute to the costs of any site, vehicle or other noise mitigation measures to be used in the trials; these will be the responsibility of the retailers for the selected sites.

There is no guarantee given that stores applying for participation will be selected as trial sites.

There is also no guarantee given that a trial will run its intended course, or lead to permanent relaxation of a curfew.

## Submitting Applications

If you have any queries when completing the Application Form, contact the QDDS Team on 0207 953 4069 or via [quietdeliveries@ttr-ltd.com](mailto:quietdeliveries@ttr-ltd.com) who will be happy to provide support.



Once completed, please submit your Application Form and any supporting information by email to: [quietdeliveries@ttr-ltd.com](mailto:quietdeliveries@ttr-ltd.com) or by post to:  
Chris Douglas, QDDS Manager, c/o TTR Ltd, Grosvenor Gardens House, 35/37 Grosvenor Gardens, London, SW1W 0BS

**All applications, either electronic or hard copy, should be received by 5pm on Friday 19th February 2010.**

## *Application Form for Retailers*



Please read the accompanying guidance notes before completing the application form. If you have any queries, please contact the QDDS Team, using the contact details provided within the guidance note.

Please note that detailed information on current store delivery curfew restrictions will be needed and we recommend that this information is sourced early on in the process of developing your application.

**Please note that all completed application forms and supporting information must be received by the QDDS Manager by 5pm on Friday 19th February, 2010.**

For multiple site applications (up to a maximum of three per retailer), please complete a separate application form for each site. We are keen to have a good geographical spread of trial sites, across the English regions and each retailer may propose a maximum of only one store within Greater London.

Please provide as much detail as possible within the application form and, where necessary, provide separate supporting information. A plan of the site and/or satellite view using Google Maps UK would be particularly useful when reviewing the application.

All information provided within this application form will remain confidential and will only be used by the QDDS Project Team for the purposes of the QDDS project. A copy of our data protection policy is available upon request.

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### General Information

Organisation name:			
Contact name:		Position:	
Address:			
Telephone:		Mobile:	
Email:			

### Details of Store Proposed for Trial

Name of store:		Name of Store Manager:	
Address of store:			
Type of store ( <i>convenience, out-of-town etc</i> ):			

### Store Information

General description of store location <i>(for example, in High Street, with underground car park, within retail park etc):</i>
How are deliveries currently carried out? <i>(across kerb, rear service access yard etc):</i>
What type of delivery curfew restrictions are currently in place?

*(this could include delivery curfew restrictions imposed by planning conditions, noise abatement notices or through local agreements between retailers and the local authority/local residents – note: this is essential information and we recommend that it is sourced early on in the process of pulling together your application):*

Please give full details of store delivery curfew restrictions  
*(including restricted hours during which deliveries cannot be carried out, detailed description and precise wording of restriction, date of imposition, basis for imposition, which local authority was involved etc - note: this is essential information and we recommend that it is sourced early on in the process of pulling together your application):*

Does the store have a history of resident complaints, including non-noise related complaints?  
*(if yes, please give details):*

What is your rationale for selecting this specific site for a quiet delivery trial?  
*(describe what the potential operational benefits might be):*

--

How close is your store to residential properties?  
*(a site plan and/or satellite view using Google Maps UK would be very useful to illustrate proximity):*

--

Which deliveries would you wish to carry out during the currently restricted time window?  
*(please describe current timings of these deliveries and desired new timings, as well as number and origin of vehicles and nature of goods delivered):*

--

Does the store have CCTV covering the areas within which delivery activity takes place?

--

Which local planning/environmental health authority has jurisdiction for the area within which the store is located?

Have you previously had discussions with local authority officers concerning out-of-hours deliveries and the delivery curfew restrictions at this store? If so, with whom? *(please name contacts, provide details on the outcome of those discussions and any relevant supporting information):*

Do you (or can you) record key operational data for vehicle movements servicing this store, including:

Delivery vehicle type and specification

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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Journey times from depot to store and return

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

Vehicle turnaround times at store

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

Average vehicle travelling speeds

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

Idling time

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

MPG

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

Total fuel consumed per trip

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

If selected for a trial, would you be able and willing to provide this data and also data on store performance for analysis by the Project Team and for inclusion within a case study?:

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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**I confirm that all information provided is correct to my knowledge and I, the applicant, understand that there is no guarantee that above mentioned stores**

will be selected for trials and that trials are not guaranteed to run their full course or to lead to permanent relaxation of restrictions.

I can also confirm that, in the event of being selected for a trial, operational data will be recorded and made available to the QDDS Project Team and that, if selected, I, the applicant would be willing to be a case study host.

Name	<input type="text"/>	Position	<input type="text"/>
Date	<input type="text"/>	Signature	<input type="text"/>

Once completed, please submit your Application Form and any supporting information by email to: [quietdeliveries@ttr-ltd.com](mailto:quietdeliveries@ttr-ltd.com) or by post to:  
Chris Douglas, QDDS Manager, c/o TTR Ltd, Grosvenor Gardens House, 35/37  
Grosvenor Gardens, London, SW1W 0BS

**All applications, either electronic or hard copy, should be received by 5pm on Friday 19<sup>th</sup> February 2010.**

## **5.2 Annex 2**

### **5.2.1 Sainsbury's Bournemouth MoU**



#### **SAINSBURY'S/BOURNEMOUTH BOROUGH COUNCIL**

#### **SAINSBURY'S BOURNEMOUTH CASTLE POINT**

#### **OUT-OF-HOURS DELIVERY TRIAL**

#### **MEMORANDUM OF UNDERSTANDING – AGREED ACTIONS AND WORKING PROCESSES**

### **F I N A L V E R S I O N**

#### **Agreed Specifics of Trial**

- Trial to commence Monday 31<sup>st</sup> May, 2010
- Current 2300, 0200 and 0400 Sainsbury's deliveries to be the focus of the trial
- Importantly, direct deliveries (bread and milk) also to be included
- Due to imminent roof repairs (planned for mid to late June start), trial planned to run for approximately 1 month (dependent on exact commencement date of roof works, with noise monitoring planned to continue for 1 week into start of roof repairs) and cover 7 days per week
- Local residents who have previously complained about store to be advised that trial commencing. Initially trial won't be publicised more widely – this will be reviewed by working group as trial progresses
- Working group to meet on Thursday 27<sup>th</sup> May (1.30pm at store), prior to trial commencing to check all relevant actions by partners have been completed/will be completed by trial start date
- Due to planned shortening of the trial as a result of imminent roof repairs, Project Working Group to meet at store at 11am on Thursday 24<sup>th</sup> June, 2010 to review trial and agree future steps

- Trial to be used to test ‘alternative’ movement of roll cages – normal speed, slow speed etc. This trial planned to be undertaken using the Monday 7<sup>th</sup> June 2300 delivery
- Working Group Members:
  - Chris Douglas, QDDS Team (CD)
  - Rachel Elford, Bournemouth Borough Council (RE)
  - Dean Shepherd, Bournemouth Borough Council (DS)
  - Richard Lockett, Sainsbury’s Store Management (RL)
  - Tony Dack, Sainsbury’s Store Management (TD)
  - Morag White, Sainsbury’s Environment Manager for Logistics (MW)
  - Colin Hayes, Sainsbury’s Transport Shift Manager (CH)
  - Adam Field, Sainsbury’s Supply Chain (AF)

### **Agreed Responsibilities and Actions**

- QDDS Team (CD) to arrange for noise monitoring equipment to be installed on site (and adjacent), to record ‘baseline’ noise in advance of trial starting and to remain in place for recording throughout planned duration of shortened trial
- QDDS team (NAS) to set up ‘out-of-hours’ helpline for resident complaints (not to be signed at store), to go ‘live’ from Monday 31<sup>st</sup> May, 2010
- Bournemouth BC (RE/DS) to inform QDDS Team (CD) and JS Store management (RL/TD) immediately if resident complaint received during trial period
- Bournemouth BC (RE/DS) to advise relevant local residents of trial and of availability of NAS helpline
- Bournemouth BC to advise relevant elected members of trial
- Bournemouth BC (RE/DS) to request selected residents to complete noise logs during trial and for these to be returned to Bournemouth BC every 3 weeks
- Bournemouth BC (RE/DS) to carry out spot check visits to store during trial
- Sainsbury’s (RL/TD) to liaise with Castle Point Centre management to arrange for Centre security to record vehicle arrival, departure and movement details from 2300 to 0700 during trial. Recording to continue throughout duration of shortened trial for cross-checking with noise data
- Sainsbury’s (CH) to revise existing driver briefing into ‘Charter’, to ensure detailed briefing of drivers engaged in servicing the store during night-time delivery trial (*see accompanying document*)
- Sainsbury’s (CH) to deliver driver training on content of new ‘Charter’
- Sainsbury’s (CH) to secure agreement from direct deliverers (bread and milk) to adhere to ‘Charter’



- Sainsbury's (CH) to secure confirmation from direct deliverers (bread and milk) that drivers have been briefed on trial and have received training on content of new 'Charter'
- Sainsbury's (RL/TD) to inform supply chain (AF/CH) immediately if delivery non-compliant with operational aspects agreed within the 'Charter'
- Sainsbury's (RL/TD) to inform QDDS Team (CD) and Bournemouth BC (RE/DS) immediately (not waiting for weekly report) if complaint received directly or if significant issue arises
- Sainsbury's (RL/TD) to brief relevant store colleagues on trial specifics, 'dos and don'ts' and what to do if complaint received
- Sainsbury's to ensure no empties to be moved from yard onto vehicle during trial. Empties, returns or salvage only to be loaded from within store directly onto vehicle
- Sainsbury's to collect operational data (journey times, fuel consumption (mpg), idling time, average vehicle travelling speeds, turnaround times) and store performance data prior to and during trial for use in subsequent case study and reporting
- Sainsbury's (RL/TD) to arrange for servicing of shutter door and pull-up chain mechanism, in advance of trial commencing, to help minimise associated noise
- Sainsbury's (RL/TD) to ensure noise from store Tannoy system and back door bell minimised (bell to be relocated during trial period)
- Sainsbury's (RL/TD) to arrange for noise from pallet truck to be reduced, minimising metal-on-metal contact from extendable forks
- Sainsbury's (RL/TD) to produce weekly progress report each Friday of trial period and circulate to all members of project team named above – weekly report to comprise simple email confirming whether or not issues have arisen or incidents have occurred

QDDS/TTR/CD/28/05/10

## 5.2.2 M&S Chichester MoU



### CHICHESTER DISTRICT COUNCIL / MARKS & SPENCERS, CHICHESTER

#### OUT-OF-HOURS DELIVERY TRIAL

#### DRAFT MEMORANDUM OF UNDERSTANDING

##### Working Group Members:

- Chris Douglas, QDDS Team (CD) – Project Director
- Stephen Kelly, QDDS Team (SK) – Project Manager and Working Group Facilitator
- Steve Dommett, Chichester District Council (SD)
- Kim Long, Chichester District Council (KL)
- James Ash, Marks & Spencers Chichester Store Management (JA)
- Steve Berkshire, GIST Ltd (SB)
- Kevin Newman, Marks & Spencers Supply Chain

##### Agreed Specifics of Trial

- Trial to commence **Monday 9<sup>th</sup> August 2010**
- First daily delivery to be undertaken at **06.00 hours Monday – Saturday** instead of current 06.30 delivery.
- Local residents who have previously complained about store to be advised that trial commencing (JA / KL). The Noise Abatement Society's (NAS) helpline number to be made visible at the delivery bay, and in store, for the general public to contact in case of excessive noise during the trial. Helpline number also to be displayed on the refrigerated trailer unit as it is a dedicated unit that serves M&S Chichester.
- A pre – trial Working Group meeting to take place at the store on Monday 2<sup>nd</sup> August 2010 at 11.00am to check all relevant actions outlined below by partners have been completed / will be completed by trial start date
- Project Working Group to meet at store post trial (date to be confirmed) to review trial and agree future steps
- A risk assessment to be undertaken of the current delivery practices at M&S Chichester to assess what improvements can be made to the whole delivery process.

- The current “quiet” trailer should continue to be used during the trial and that the trial should take place with the fridge unit switched on in order to make the trial “real”. An M&S employee from the store would continue to meet the vehicle at a fixed point on Priory Road and accompany the driver on the approach to the store.
- Formal trial will run for a period of 6 weeks and would finish on 20<sup>th</sup> September 2010. Provisional agreement between M&S and Chichester DC, subject to 6 week trial being successful, to continue with 06.00 delivery arrangement and monitor for an additional period of 6 months and then subsequently review.

### **Agreed Responsibilities and Actions**

- QDDS Team (SK) to arrange with Transport Research Laboratory for noise monitoring equipment to be installed on site (and adjacent – opposite flats above newsagents), to record ‘baseline’ noise in advance of trial starting and to remain in place for recording noise throughout planned duration of trial. Pre – trial monitoring to commence one week before live trial on Monday 2<sup>nd</sup> August 2010.
- Noise Abatement Society to set up ‘out-of-hours’ helpline for resident calls /complaints (to be signed in store), to go ‘live’ from start of trial on Monday 9<sup>th</sup> August 2010
- Chichester District Council (SD / KL) to inform QDDS Team (CD / SK) and M&S Store Management (JA) immediately if resident complaints received during trial period
- Chichester District Council (SD / KL) to draft briefing note for relevant elected members advising of trial. Note to be circulated to Working Group.
- Chichester District Council to carry out spot check visits to store during trial
- Chichester District Council (KL) to check if CCTV covered the delivery area of the store in order to secure access to footage if required
- M&S Supply Chain (KN) / GIST Ltd (SB) to revise existing driver briefing into ‘Charter’, to ensure detailed briefing of drivers engaged in servicing the Chichester store during night-time delivery trial. ‘Driver Charter’ to be attached to ‘Vehicle Summary Sheet’ at the Regional Distribution Centre.
- M&S Supply Chain (KN) / GIST Ltd (SB) to look at vehicle specifications so that both tractor unit / trailer can be fully enclosed within the delivery bay with the doors closed. This is viewed by all members of the Working Group to be a crucial element as to whether the trial is successful.
- M&S Supply Chain (KN) / GIST Ltd (SB) to collect operational data (journey times, fuel consumption (mpg), idling time, average vehicle travelling speeds, turnaround times) and store performance data prior to and during trial for use in subsequent case study and reporting
- GIST Ltd (SB) to deliver driver training on content of new ‘Charter’ to drivers delivering to Chichester store

- M&S Store Management (JA) to inform M&S Supply Chain (KN) / GIST Ltd (SB) immediately if any delivery during trial non-compliant with operational aspects agreed within the 'Charter'
- M&S Store Management (JA) to circulate weekly store report (every Friday) to all Working Group members on any problems encountered during the trial. Weekly report to comprise of simple email confirming whether or not issues have arisen or incidents have occurred.
- M&S Store Management (JA) to inform QDDS Team (CD / SK) and Chichester District Council (SD / KL) immediately (not waiting for weekly report) if complaint received directly or if significant issues arise.
- M&S Store Management (JA) to brief relevant store colleagues on trial specifics (i.e. 'dos and don'ts' / quiet operational practices) and what action to take if complaint received.
- M&S Store Management (JA) to arrange with M&S Facilities Management to reduce the noise of the loading bay doors and any further associated equipment noise in advance of trial commencing
- A member of M&S store staff, not the driver, to open the delivery doors upon arrival of the vehicle at the store to eliminate engine idling. This staff member could be the employee who met the driver on Priory Road.
- All members of the Working Group Agreed that the second AM delivery vehicle should be instructed not to arrive at the store until after the first delivery has been completed in order to avoid congestion and excessive noise in the vicinity of the delivery area. The second vehicle should remain at a location on the outskirts of Chichester until advised to approach the store.

Stephen Kelly  
QDDS Project Manager  
Wednesday 21 July 2010

## 5.2.3 Morrisons Stone MoU



**STAFFORD BOROUGH COUNCIL / MORRISONS, STONE**

**OUT-OF-HOURS DELIVERY TRIAL**

**DRAFT MEMORANDUM OF UNDERSTANDING**

### **Working Group Members:**

- Chris Douglas, QDDS Team (CD) – Project Director
- Stephen Kelly, QDDS Team (SK) – Project Manager and Working Group Facilitator
- Phil Edge, Stafford Borough Council (PE)
- Paul Averill, Morrisons Store Manager (PA)
- John Nelson / Tim Haslehurst, Morrisons General Manager Transport (JN / TH)
- Malcolm Carter, Morrisons Facilities Manager (MC)

### **Agreed Specifics of Trial**

- Trial to commence **Monday 4<sup>th</sup> October 2010**
- First daily delivery to be undertaken at **05.30 hours with a second delivery at 06.30 hours Monday to Saturday** instead of current arrangement of two deliveries at 07.00 hours.
- The Noise Abatement Society's (NAS) helpline number to be made visible at the delivery bay, and in store, for the general public to contact in case of complaints during the trial.
- **A pre – trial Working Group meeting to take place at the store on a date to be arranged** to check all relevant actions outlined below by partners have been completed / will be completed by trial start date
- Project Working Group to meet at store **post trial** (date to be confirmed) to review trial and agree future steps
- Formal trial will run for a period of 6 weeks. Provisional agreement between Stafford BC and Morrisons, subject to 6 week trial being successful, to continue with 05.30 and 06.30 delivery arrangements and monitor outside of QDDS trial for an additional period of 6 months and then subsequently review.

## **Agreed Responsibilities and Actions**

- QDDS Team (SK) to arrange with Transport Research Laboratory for noise monitoring equipment to be installed on site to record ‘baseline’ noise in advance of trial starting and to remain in place for recording noise throughout planned duration of trial. Pre – trial monitoring to commence one week before live trial on a date to be confirmed
- Noise Abatement Society (NAS) to set up ‘out-of-hours’ helpline for resident calls / complaints to be made visible at the delivery bay to go ‘live’ from start of trial. NAS to provide relevant signage to PA / MC.
- Stafford Borough Council (PE) to inform QDDS Team (SK) and Morrisons Store Management (PA) immediately if resident complaints received during trial period
- Stafford Borough Council (PE) to draft briefing note for relevant elected members advising of trial. Note to be circulated to Working Group once finalised.
- Stafford Borough Council (PE) to check if CCTV covers the delivery area of the store in order to secure access to footage if required
- Morrisons Transport (JN/TH) to use a banksman when vehicles reversing on to loading dock and the use of reversing alarms to be prohibited during the trial. Drivers to be informed via inclusion in “Driver Charter”.
- Morrisons Transport (JN/TH) to revise existing driver briefing into ‘Charter’, to ensure detailed briefing of drivers engaged in servicing the Morrisons Stone store during QDDS trial. ‘Driver Charter’ to be attached to any relevant driver documentation applicable to the Stone store at the Regional Distribution Centre. QDDS Team (SK) to send JN/TH a draft “Driver Charter”.
- Morrisons “Driver Charter” to be circulated to working group upon completion for agreement
- Morrisons Transport (JN/TH) to advise drivers to switch off refrigeration unit prior to arrival at store for both vehicles (e.g. in a layby on the A520 approach road to Stone). This instruction to be included in “Driver Charter”.
- Morrisons Transport (JN/TH) to deliver driver training on content of new ‘Charter’ to drivers delivering to the Stone store
- Morrisons Store Management (PA) to inform Morrisons Transport (TH) immediately if any delivery during trial non-compliant with operational aspects agreed within the ‘Charter’
- Morrisons Store Management (PA) to circulate weekly store report (every Friday) to all Working Group members on any problems encountered during the trial. Weekly report to comprise of simple email confirming whether or not issues have arisen or incidents have occurred.
- Morrisons Store Management (PA) to inform QDDS Team (SK) and Stafford Borough Council (PE) immediately (not waiting for weekly report) if complaint received directly or if significant issues arise during the trial.

- Morrisons Store Management (PA) to brief relevant store colleagues on trial specifics (i.e. ‘dos and don’ts’ / quiet operational practices) and what action to take if complaint received.
- A member of Morrisons store staff (e.g. Night Manager), not the driver, to open the delivery gates at 05.20 hours prior to arrival of the first vehicle at the store to eliminate engine idling. This instruction to be included in the Driver Charter.
- Morrisons Store Management (PA) to arrange the prohibition of the use of the tannoy system and walkie – talkies for early morning deliveries
- Morrisons Facilities Management / Store Management (PA/MC) to introduce noise mitigation measures to avoid excessive noise during trial (e.g. two new manual pallet trucks to be purchased, some form of rubber matting to be installed on the offload ramps, some form of rubber material to be installed on the delivery gates when opening / closing)
- Morrisons Store Management (PA) to arrange for gates to be closed once both vehicles are on their delivery bays. PA to advise all “directs” not to arrive at store prior to 07.00 hours.
- Morrisons Store Management (PA) to arrange for empties / salvage to be loaded on to the second vehicle which would depart after 07.00 hours
- The Working Group to monitor potential lighting issues during the winter months.

Stephen Kelly  
QDDS Project Manager  
Wednesday 28 July 2010

## 5.2.4 Asda Bloxwich MoU



### WALSALL METROPOLITAN BOROUGH COUNCIL / ASDA BLOXWICH

#### OUT-OF-HOURS DELIVERY TRIAL

#### DRAFT MEMORANDUM OF UNDERSTANDING

##### Working Group Members:

- Stephen Kelly, QDDS Team (SK) – Project Manager and Working Group Facilitator
- David Elrington (DE) – Walsall Metropolitan Borough Council
- Katheryn Northway (KN) – Walsall Metropolitan Borough Council
- Lindsey Newmarch (LN) – Asda Bloxwich General Store Manager
- Christine Tetlow (CT) – Asda Retail Development (Property)
- Paul Teasdale (PT) – Asda Supply Chain
- Werner Dacey – Asda Transport Operations
- Barry Lees – Asda Driver Training

##### Agreed Specifics of Trial

- Trial to commence **Monday 6<sup>th</sup> December 2010**
- First daily delivery to be undertaken at **06.00 hours with a second delivery at 06.45 hours Monday to Saturday** instead of current arrangement of deliveries at 07.00 hours and 07.45 hours.
- The Noise Abatement Society's (NAS) helpline number (0844 571 9595) to be made visible at the delivery bay, and in store, for the general public to contact in case of complaints of excessive noise during the trial.
- A **pre – trial Working Group meeting to take place on Wednesday 1<sup>st</sup> December 2010 at the store** to check all relevant actions outlined below by partners have been completed / will be completed by trial start date
- Project Working Group to meet at store **post trial** (week commencing 24 January 2011) to review trial and agree future steps
- Formal trial will run for a period of 6 weeks and will finish on 17<sup>th</sup> January 2011.



### **Agreed Responsibilities and Actions**

- QDDS Team (SK) to arrange with Transport Research Laboratory for noise monitoring equipment to be installed on site (i.e. delivery bay area) and in the gardens of block of flats (i.e. Woodhall House) opposite delivery yard to record ‘baseline’ noise in advance of trial starting and to remain in place for recording noise throughout planned duration of trial. Pre – trial monitoring to commence one week before live trial on a date to be confirmed (week commencing 29<sup>th</sup> November)
- Noise Abatement Society (NAS) to set up ‘out-of-hours’ helpline (0844 571 9595) for resident calls / complaints to be made visible at the delivery bay and in store to go ‘live’ from start of trial. NAS to provide relevant signage to LN.
- Walsall MBC (DE and KN) to inform QDDS Team (SK) and Asda Store Management (LN) immediately if resident complaints made directly to Walsall MBC during trial period
- Walsall MBC (DE and KN) to draft briefing note for relevant elected members advising of trial. Note to be circulated to Working Group once finalised.
- Asda Supply Chain / Transport (PT and WD) to advise Asda drivers delivering to the Bloxwich store that they must **continue to use their reversing alarms when undertaking the reversing manoeuvre into the Asda Bloxwich delivery yard during the trial.** Drivers to be informed of this practice for inclusion in “Driver Charter”.
- Asda Supply Chain / Transport (PT and WD) to advise Asda drivers to switch off headlamps when reversing into the Asda Bloxwich delivery yard to remove light intrusion. Side lights to be kept on for this manoeuvre. Drivers to be informed of this practice for inclusion in “Driver Charter”.
- Asda Driver Training (BL) to revise existing driver briefing into ‘Charter’, to ensure detailed briefing of drivers engaged in servicing the Asda Bloxwich store during QDDS trial. ‘Driver Charter’ to be attached to any relevant driver documentation applicable to the Bloxwich store at the Asda Lutterworth RDC. QDDS Team (SK) to send PT/WD/BL a draft “Driver Charter”.
- Asda “Driver Charter” to be circulated to working group upon completion for agreement
- Asda Supply Chain / Transport (PT / WD) to advise drivers that trailer refrigeration unit to remain switched on during the trial although this will be subject to review during the trial and amended should complaints be received about noise from the refrigeration unit. This instruction to be included in “Driver Charter”. If complaints are received about the refrigeration unit, drivers to switch off the unit at a suitable location near the store.
- Asda Driver Training (BL) to deliver training on content of new ‘Charter’ to drivers delivering to the Bloxwich store
- Asda Store Management (LN) to inform Asda Supply Chain / Transport (PT / WD) immediately if any delivery during trial non-compliant with operational aspects agreed within the ‘Charter’

- Asda Store Management (LN) to circulate weekly store report (every Monday for previous week of trial) to all Working Group members on any problems encountered during the trial. Weekly report to comprise of simple email confirming whether or not issues have arisen or incidents have occurred. LN to send weekly report to CT who will subsequently send to SK for onward distribution to the working group.
- Asda Store Management (LN) to inform QDDS Team (SK) and Walsall MBC (DE / KN) immediately (not waiting for weekly report) if complaint received directly in - store or if significant issues arise during the trial.
- Asda Store Management (LN) to brief relevant store colleagues on trial specifics (i.e. ‘dos and don’ts’ / quiet operational practices) and what action to take if complaint received.
- A member of Asda store staff (e.g. Night Manager), not the driver, to open the delivery gates at 05.50 hours prior to arrival of the first vehicle at the store to eliminate engine idling. This instruction to be included in the Driver Charter.
- Asda Store Management (LN) to arrange the prohibition of the use of the tannoy system and walkie – talkies for early morning deliveries
- Asda Transport Operations (WD) to introduce noise mitigation measures to avoid excessive noise during trial (e.g. some form of rubber matting to be installed on the trailer and the scissor lift when offloading full cages, some form of rubber material to be installed on the delivery gates to minimise noise from the locking mechanism when opening / closing, etc ...)
- Asda Store Management (LN) to arrange for gates to be closed after arrival of first vehicle at 06.00 hours to avoid additional early direct deliveries. LN to advise all “directs” not to arrive at store prior to 07.00 hours.
- Asda Store Management (LN) to arrange for empties / salvage to be loaded on to the second vehicle which would depart after 07.00 hours
- The Working Group to monitor potential lighting issues during the winter months.
- A local resident who resides in Woodhall House and who has lodged previous complaints with the store to be contacted and asked to keep noise logs for the duration of the trial. Noise logs to be provided by the QDDS team (SK). Asda Store Management (LN) to make contact with local resident and LN / SK to meet with local resident to explain QDDS procedures.
- Asda Supply Chain / Transport Operations (PT / WD) to record operational data (e.g. fuel consumption, journey times, etc ...) both pre – trial and during the trial for comparison and inclusion in final report / case study.

Stephen Kelly  
QDDS Project Manager  
2 December 2010

## 5.2.5 Superdrug Westminster Draft MoU



### WESTMINSTER CITY COUNCIL / SUPERDRUG, MARBLE ARCH

#### OUT-OF-HOURS DELIVERY TRIAL

#### DRAFT MEMORANDUM OF UNDERSTANDING

##### Working Group Members:

- Chris Douglas, QDDS Team (CD) – Project Director
- Stephen Kelly, QDDS Team (SK) – Project Manager
- Donald Chalker, QDDS Team (DC) – Project Team Member and Working Group Facilitator
- Chris Penn, QDDS Team (CP)
- Ken Agnew, City of Westminster Council
- Andrew Stendall, Superdrug Transport Manager
- Aymen Asif, Superdrug Transport Planner
- Kunjal Sutaria, Superdrug Marble Arch Store Manager

##### Agreed Specifics of Trial

- Trial to commence **Sunday 8<sup>th</sup> August 2010**
- Delivery times to be trialled are as follows:
  - Sunday 19.00 hrs
  - Monday 20.00 hrs
  - Tuesday 20.00 hrs
  - Wednesday 22.00 hrs
  - Thursday 20.00 hrs
  - Friday No delivery
  - Saturday No delivery

Should an evening delivery fail, for whatever reason, the fallback delivery time will be 06.15 the next morning.

- The trial will be covert with local resident's who had previously complained about the store not advised about the trial. The Noise Abatement Society's

- (NAS) helpline number will not be made visible with local residents already aware of the Westminster Noise Team's helpline number.
- A pre – trial Working Group meeting will take place at the store on Tuesday 3<sup>rd</sup> August 2010 at 10.00am to check that all the relevant actions outlined below have been / will be completed by partners by the trial start date.
  - The Project Working Group will meet at the store post trial (date to be confirmed) to review trial and agree future steps.
  - The formal trial will run for a period of 6 weeks and will finish on 19<sup>th</sup> September 2010. Following the results of the trial, an agreement will be finalised between Superdrug and the City of Westminster to continue with revised delivery times.

### **Agreed Responsibilities and Actions**

- QDDS Team (DC) to arrange with Transport Research Laboratory for noise monitoring equipment to be installed on site, to record 'baseline' noise in advance of trial starting and to remain in place for recording noise throughout planned duration of trial. Pre – trial monitoring to commence one week before live trial on Monday 2<sup>nd</sup> August 2010.
- City of Westminster (KA) to inform QDDS Team (CD / DC) and Superdrug Management (AS, AA and KS) immediately if resident complaints received during trial period.
- Remedial measures to be agreed to address resident complaints by Superdrug (AS, AA and KS) within 1 week of receipt of complaints.
- QDDS Team (DC) to check if CCTV covers the front access to the store in order to secure access to footage if required.
- QDDS Team (DC) to investigate with Tracy Cox at the City of Westminster whether a delivery dispensation could be brought in for the trial period on Portman Road.
- Superdrug Transport (AS) to introduce dedicated trailer to the vehicle fleet and fit out with noise reducing materials.
- Superdrug Management to prepare appropriate advice and guidance for delivery staff on the Marble Arch delivery route.
- Superdrug to arrange appropriate transport (AS and AA) and in store (KS) training of delivery staff in noise reducing practices.
- Superdrug (AS and AA) and the City of Westminster to investigate the use of matting on the pavement between the store entrance and the delivery vehicle.
- Superdrug Transport (AS and AA) to collect operational data (journey times, fuel consumption (mpg), idling time, average vehicle travelling speeds, turnaround times) and store performance data prior to and during trial for use in subsequent case study and reporting.

- Superdrug Store (KS) to prepare and complete log sheet recording delivery arrival/departure times and the presence of other delivery vehicles.
- Superdrug Store Management (KS) to inform the Working Group on a weekly basis of any problems encountered during the trial. Weekly report to comprise of simple email confirming whether or not issues have arisen or incidents have occurred.
- Superdrug Store Management (KS) to inform QDDS Team (DC / CP) and the City of Westminster (KA) immediately (not waiting for weekly report) if complaint received directly or if significant issues arise.

Chris Penn  
QDDS Team  
23/07/10

## 5.3 Annex 3

### 5.3.1 Sainsbury's Bournemouth Driver Charter

Sainsburys.  
Castle Point Store.

## Castle Point

### Overnight deliveries to Castle Point store.

Castle point Sainsbury's is taking part in a noise reduction trial in conjunction with Bournemouth council and the Noise Abatement Society. We need to ensure we maintain our best working practice at store.

If any further complaints are made about the noise then Castle Point will have its overnight deliveries stopped which will have a big impact on the store.

Please note that this is a very noise sensitive area. Please ensure that for all **OVERNIGHT** deliveries the following is strictly adhered to:

- Consideration to noise and the neighbours is shown as you approach the store and manoeuvre in the service yard.
- Do not sound your horn.
- Reversing beepers are switched off.
- Engines are switched off when you are not manoeuvring.
- Refrigeration units are switched off prior to reaching the store.
- Radios are switched off and doors are not slammed when alighting from the cab.
- Be mindful of how far your voice can carry when talking.
- No whistling or shouting to get the back doors attention.
- When opening the roller shutter be sure to raise it up gently and don't allow it to just roll up and bang on to the stops.
- Load restraining bars need to be removed carefully and then gently placed in the stowage points and not dropped on the floor.
- When collecting or returning items to the service yard, doors and shutters are not to be slammed and items are carefully stowed reducing the noise made.

### 5.3.2 Sainsbury’s (Allied Bakeries) Driver Charter



#### Allied Bakeries – Bournemouth Depot

#### Early/“Out of Hours” Deliveries

#### Driver Code of Conduct

30<sup>th</sup> April 2010

As part of an initiative by the Department for Transport, JS at Castle Point is taking part in a trial measuring noise levels from delivery vehicles. This is one of 6 stores being trialled across the UK and this is scheduled to commence in the next few weeks.

Below is a code of conduct for drivers that must be adhered to for all night-time deliveries (before 6am). The code is designed to minimize noise emissions and thus our impact on neighbours and the public in general.

- Consideration to noise and the neighbours’ is shown as you approach the store and manoeuvring in the service yard.
- The vehicle horn is not to be used to alert the store on your arrival/waiting at the entrance gate.
- Reversing beepers are switched off.
- Engines are switched off when you are not manoeuvring.
- Radios are switched off and doors are not slammed when alighting the cab.
- Keep your voice down. Shout only in an emergency.
- Load retaining straps / bars are carefully placed in stowage points, not dropped onto the floor.
- Wherever possible use sidelights when entering/leaving the store.
- Minimize excessive air braking noise.
- Switch off engines for prolonged stops, but minimize unnecessary start ups and engine revving.
- Always unload in the designated delivery area, unless instructed by store mgt to do otherwise.
- Minimize noise during the transfer of bread baskets in vehicles and on the delivery platform.
- Report any circumstances to AB’s Bournemouth Depot Management where adherence to these instructions cannot be fulfilled.

This code of conduct applies not only to JS Castle Point but to all calls made before 07:00hrs and is effective immediately.

REMEMBER: The likely result of not doing this is that an **Environmental Health Order** (delivery restriction) will be placed on your call(s). That would add time to **your** day.

#### PLEDGE:

***I pledge to carry out my deliveries as quietly as I reasonably can and in accordance with this code of conduct .***

Signed ..... Print ..... Date .....

### 5.3.3 M&S Chichester Driver Charter



#### **“DRIVER CHARTER”**

##### **Quiet Deliveries Demonstration Trial – M&S Chichester**

Marks & Spencer Chichester is taking part in a Quiet Deliveries Demonstration trial in conjunction with Chichester District Council and the Noise Abatement Society. The first delivery to the store will take place at 06.00 hours on Monday 16<sup>th</sup> August 2010, instead of 06.30 hours, for an initial period of 6 weeks (completion of formal trial period on Monday 27<sup>th</sup> September 2010). If the trial is successful, the opportunity to continue with the 06.00 delivery slot will be considered.

#### **WE NEED TO ENSURE WE MAINTAIN OUR BEST WORKING / DRIVING PRACTICES DURING THE TRIAL**

**If any complaints are made about noise during the trial then M&S Chichester will have its 06.00 delivery stopped which will have a big impact on the store.**

Please note that this is a very noise sensitive area. Please ensure that for all **OVERNIGHT / EARLY MORNING** deliveries the following is strictly adhered to:

**The 06:00hrs vehicle should proceed directly to Store with the Fridge running, but do not enter the Service Road area until 06:00hrs. If early, ‘hold off’ in the A27 lay-by just outside Chichester, departing there at approximately 05:50hrs. As this vehicle has a 2hr turnaround time, any overspill vehicle should not enter the Service Road area until 08:00hrs at the earliest.**

- **Consideration to noise and local residents is shown as you approach the rear of the store and manoeuvre your vehicle on the road to access the enclosed delivery bay;**
- **Do not sound your horn;**
- **Reversing beepers are switched off;**
- **Engines are switched off when you are not manoeuvring;**
- **Radios are switched off and doors are not slammed when alighting from the cab;**
- **Be mindful of how far your voice can carry when talking;**
- **No whistling or shouting to get the attention of store employees;**
- **If opening a gate / roller shutter door to gain access, be sure to raise it up gently to avoid excessive noise;**
- **Any load restraining bars need to be removed carefully and then gently placed in the stowage points and not dropped on the floor;**
- **When collecting or returning items to the service yard, doors and shutters are not to be slammed and items are carefully stowed reducing the noise made.**



### 5.3.4 Morrisons Stone Driver Charter



#### **“DRIVER CHARTER”**

##### **Quiet Deliveries Demonstration Trial – Morrisons Stone**

Morrisons Stone is taking part in a Quiet Deliveries Demonstration trial in conjunction with Stafford Borough Council and the Noise Abatement Society. The first delivery to the store will take place at 05.30 hours with a second delivery at 06.30 hours Monday to Saturday and the trial will commence .....2010, for an initial period of 6 weeks (completion of formal trial period on ..... 2010). If the trial is successful, the opportunity to continue with the 05.30 and 06.30 delivery slots will be considered post trial.

#### **WE NEED TO ENSURE WE MAINTAIN OUR BEST WORKING / DRIVING PRACTICES DURING THE TRIAL**

**If any complaints are made about noise during the trial then Morrisons Stone will have its new delivery times stopped which will have a big impact on the store.**

Please note that this is a very noise sensitive area. Please ensure that for all **OVERNIGHT / EARLY MORNING** deliveries the following guidelines are strictly adhered to:

- **Switch off refrigeration unit prior to arrival at Morrisons store for both the 05.30 and 06.30 deliveries (i.e. in a layby on the A520 approach road to Stone);**
- **Consideration to noise and local residents is shown as you approach the rear of the store and manoeuvre your vehicle on the road and in the turning area to access the Morrisons delivery bay;**
- **A banksman is to be used to assist drivers when reversing vehicles on to the loading dock. Reversing beepers / alarms to be switched off**
- **Do not sound your horn;**
- **Engines are switched off when you are not manoeuvring;**
- **Radios are switched off and doors are not slammed when alighting from the cab;**
- **Be mindful of how far your voice can carry when talking;**
- **No whistling or shouting to get the attention of store employees;**

- **If opening a gate / roller shutter door to gain access, be sure to raise it up gently to avoid excessive noise;**
- **Any load restraining bars need to be removed carefully and then gently placed in the stowage points and not dropped on the floor;**
- **When collecting or returning items to the service yard, doors and shutters are not to be slammed and items are carefully stowed reducing the noise made.**
- **Any empties / salvage are to be loaded on the second vehicle (06.45 delivery) which would depart after 07.00 hours.**

### 5.3.5 Asda Bloxwich Driver Charter



#### **“DRIVER CHARTER”**

##### **Quiet Deliveries Demonstration Trial – Morrisons Stone**

Morrisons Stone is taking part in a Quiet Deliveries Demonstration trial in conjunction with Stafford Borough Council and the Noise Abatement Society. The first delivery to the store will take place at 05.30 hours with a second delivery at 06.30 hours Monday to Saturday and the trial will commence .....2010, for an initial period of 6 weeks (completion of formal trial period on ..... 2010). If the trial is successful, the opportunity to continue with the 05.30 and 06.30 delivery slots will be considered post trial.

#### **WE NEED TO ENSURE WE MAINTAIN OUR BEST WORKING / DRIVING PRACTICES DURING THE TRIAL**

**If any complaints are made about noise during the trial then Morrisons Stone will have its new delivery times stopped which will have a big impact on the store.**

Please note that this is a very noise sensitive area. Please ensure that for all **OVERNIGHT / EARLY MORNING** deliveries the following guidelines are strictly adhered to:

- **Switch off refrigeration unit prior to arrival at Morrisons store for both the 05.30 and 06.30 deliveries (i.e. in a layby on the A520 approach road to Stone);**
- **Consideration to noise and local residents is shown as you approach the rear of the store and manoeuvre your vehicle on the road and in the turning area to access the Morrisons delivery bay;**
- **A banksman is to be used to assist drivers when reversing vehicles on to the loading dock. Reversing beepers / alarms to be switched off**
- **Do not sound your horn;**
- **Engines are switched off when you are not manoeuvring;**
- **Radios are switched off and doors are not slammed when alighting from the cab;**
- **Be mindful of how far your voice can carry when talking;**
- **No whistling or shouting to get the attention of store employees;**

- **If opening a gate / roller shutter door to gain access, be sure to raise it up gently to avoid excessive noise;**
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