

University College London Facility Services

Campus Logistics - from Strategy to Service

About the project

Summary

'Transforming UCL' is a £1.2B investment programme to maintain, improve and expand the Bloomsbury campus over a period of 10 years to 2024, comprising approx. 150 projects. In 2012 UCL recognised the need to take a different approach to logistics to be able to deliver the programme on a live, constrained campus, without impacting on its daily operational activities or the safety of students, staff and contractors; whilst also meeting its sustainability objectives. UCL has partnered with Wilson James, one of the leading logistics companies in the industry, to develop a new logistics model for controlling and reducing the number of vehicles on campus and has made dramatic improvements to safety, sustainability and efficiency across the whole campus.

Project partners

University College London and Wilson James.

The results

The problem

The Bloomsbury Campus, dates back to 1826 and has a unique set of physical constraints affecting logistics including the layout of buildings, narrow access roads, isolated entrance and exit points, height restrictions, limited opportunity to turn large vehicles, and congestion of campus roads during peak times with thousands of students moving between lectures. In 2013 there were typically 150 'business as usual' deliveries entering the campus each day and it was anticipated that an additional 80 contractor vehicles would require access to deliver construction materials to the complex programme of works. It was obvious that these arrangements needed to be improved to ensure the safety of pedestrians, reduce disruption and enhance the experience of students at UCL.

The approach

The logistics model introduces a combination of off-site consolidation, scheduling of deliveries and an on-site logistics team to control and reduce the number of vehicles on campus. A Logistics Zone (LZ) acts as the controlled release point for all contractor deliveries onto campus; vehicles book a time slot through the delivery management system. Due to the campus constraints large projects are mandated to use the London Construction Consolidation Centre (LCCC), where supplies are stored until they are needed, then they are



Profile

- HEI
- 23,550 FT students
- 4000 PT students
- 11,000 staff
- Urban campus

Category supported by



delivered on a single vehicle to the LZ where they are transferred onto small flatbed trucks and distributed to the different projects. 2-3 consolidated loads per day are expected during peak construction. Packaging materials are also removed from campus by reverse logistics. Direct-to-site loads, such as concrete and rebar are marshaled onto site via the LZ.

Our goals

To control and reduce the number of deliveries onto campus, improve safety for pedestrians and contractors, reduce emissions and congestion, enhance efficiency and make the campus a more pleasant place to be.

Obstacles and solutions

Increased campus traffic as a result of the Transforming UCL programme of works	⇒ Scheduling of deliveries, use of off-site consolidation to vehicle numbers. Improved control of vehicles on campus
Conflict between pedestrians and traffic on narrow congested campus roads	⇒ Traffic Management Plan caps the number of vehicles on campus at any one time, scheduling and marshalling of deliveries
Need for a controlled release point close to campus	⇒ Successful road closure application and the creation of the Logistics Zone
Change in behavior for contractors	⇒ Inclusion of the logistics model within Employer's Requirements for all tenders, ongoing workshops and training, celebrating successes.
Approval of centralised Logistics Budget	⇒ Methodical and rigorous approach to obtain buy-in of leadership team, through feasibility, market engagement, stakeholder workshops and the development of a robust business case.

Performance and results

This approach reduces the number of deliveries to the Bloomsbury area of London, as well as reducing vehicle mileage and emissions through consolidation and bulk buying. In turn this improves site safety by clearing sites from clutter and stored materials. The traffic marshals on campus optimise pedestrian segregation and safety, resulting in improved areas for social use. Over 76 companies use the system, and we have administered over 7,000 deliveries in 12 months. Consolidation has reduced the number of vehicles entering the Campus by 6% and this is likely to increase significantly as the larger projects progress. 100% of vehicles entering the Campus are marshalled, significantly reducing the risk to pedestrians and making the campus a safer place. In the first month the number of vehicles on campus were reduced by 40 simply as a result of the increased control mechanisms in place. Extensive data on delivery types, times, vehicles used, mileage and transport related CO2 emissions is available to share and inform future strategies.

The future

Lessons learned

Good planning, control and a robust process are critical elements of success. Consultation and listening to stakeholder needs is essential as everyone has their part to play. A committed delivery team is needed to move the programme forward and address issues as they arise.



Sharing your project

The project has been live for 12 months and UCL have collated robust data that they are keen to share with other HEIs, as well as promoting the benefits of the logistics model internally to progress the next phase of

roll-out to departmental deliveries. The model is transferable within and outside of the sector and the UK, and UCL are happy to share their learning with others. For further information, please see contact details below.

What has it meant to your institution to be a Green Gown Award Finalist?

“Through our Logistics Programme we’re reducing deliveries to UCL, helping to reclaim our campus from vehicles. And becoming a Finalist in the Green Gown Awards really is recognition of this sector-leading work to make our campus a safer and more pleasant place to be.” *UCL President and Provost Professor Michael Arthur*

Further information

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