

3PL Strategies to Provide the Best Service During the Construction Phase

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The Challenges for 3PLs

- Complexity and Scale of the project
- Planning
- Cultural
- Modal shift
- Sustainability
- Skills and Training



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The Challenges for 3PLs: Complexity and Scale

- One of the largest building sites in Europe
 - Number of sites
 - Number of suppliers, etc
- Over a 5 year period
- Congestion will be a issue
 - Within the M25
 - one of the busiest quadrants of the M25
 - Especially close to the site



The Challenges for 3PLs

Planning and Cultural challenges

- The Construction industry traditionally does not involve 3PLs and Hauliers in the early planning process
- The Authorities planning process traditionally does not involve construction companies and 3PLs on an on-going basis to actively minimise the impact of construction traffic
- There will be a knock on effect to other regions
- General planning issues around providing access and egress to consolidation sites and the main site near to local residents
 - Waste clearance from the site
 - The supply of construction materials and then consumables

The Challenges for 3PLs

A change of attitudes is necessary from everyone!

- **Early identification of stakeholders (including 3PL and Hauliers)**
- **Encourage early Collaboration in the planning process**
- **Continuous Planning and contingency review**
- **Regular Input from 3PLs and Hauliers**



The Challenges for 3PLs

Modal Shift

- Water & Rail to provide up to 50% of freight movements
 - Can it be done?
- Water requires a longer planning horizon
- Train path slots will be needed
- How will consolidation centres connect with these modes?



The Challenges for 3PLs

Environment and Sustainability

- **How to contribute to the Green Games?**
 - Electric/gas trucks
 - Efficient removal or recycling of waste
- **How can the freight infrastructure provide lasting benefits to London?**



The Challenges for 3PLs

Skills shortages

- A five year project
- Not the only major South East Major Construction Project
- How will 3PLs manage the planning?
- How will 3PLs find, train and retain the number of drivers needed?

Possible Pathways

Collaboration with Authorities/ Customers

- **Early collaboration is needed**
- **Involve 3PLs and Hauliers – they have the skills and practical experience**
- **Planned access and egress routes**
 - **Review the night time lorry ban**
- **Delivering to delivery times**
- **Use of M25 and intra-urban consolidation centres**

Possible Pathways

Collaboration between 3PLs and Hauliers

- Regular joint meetings to highlight common problems
- Agreeing to use consolidation centres for intermodal change, sub-assembly and storage to reduce vehicle flows through the sites
- Keeping close to their core skills
- Sharing resource and skills



Possible Pathways

Collaboration with Neighbours

- **Ensure the minimum of noise and dust**
- **Use of environmentally optimised vehicles: the canal and rail where appropriate, gas, electric vehicles on site.**
- **Ensuring parking and driving standards are impeccable**

Possible Pathways

Training and retention



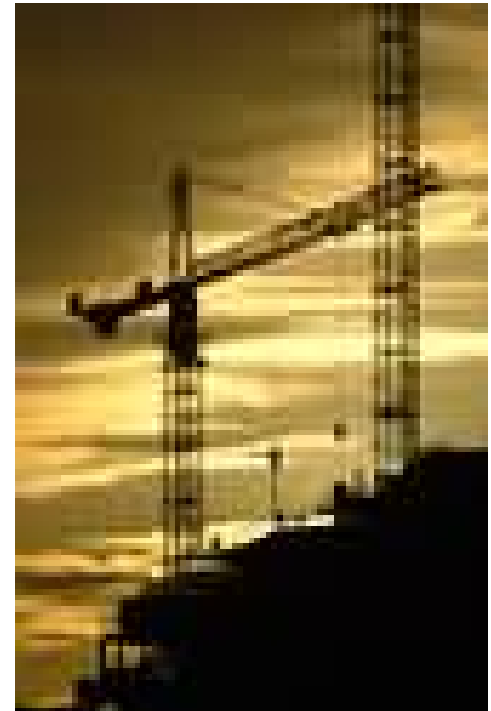
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- Experienced drivers for a congested urban environment cannot be switched on and off like a tap
- Invest early in training and recruitment
- Career paths rewards
- Driving standards and status
- Ensuring Drivers understand the rules on and off the site
- Run safety awards for deliveries to and around the site

Possible Pathways

Construction Industry Collaboration

- Early collaboration is needed
- Involve 3PLs and Hauliers – they have the skills and practical experience
- Use that specialist experience
 - Crane planning
 - Access Planning
- Have joint meetings with the 3PLs to assess how different projects interact



Key points

Early collaboration is essential

- Change the rules of the game
- Competition and Collaboration must be made to work
- Create a joint collaborative culture: co-opt the people who have to deliver these solutions every day
- Forward planning to make the modal shift work and plan the integration of the different modes (Rail/Road/Water)
- Use of sustainable energy trucks
- Training and retaining good planners and drivers

The Challenges for 3PLs



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