

Efforts to improve last-mile deliveries

1) Guiding delivery stakeholders on good practices

Since November 2022, URA and the Land Transport Authority (LTA) have been encouraging building owners to implement measures that facilitate safe and efficient delivery pick-ups at commercial malls. These measures include setting aside waiting bays and extending parking grace periods to cater more time for delivery personnel to pick up and drop off orders.

For residential areas, agencies have also collaborated with the Singapore Logistics Association and industry partners, such as the MCST Association, Association of Strata Managers and Association of Property and Facility Managers, to publish a guide¹ in June 2023. This guide details practical steps that stakeholders can take to ensure smooth delivery processes in private residential developments, including providing designated waiting bays with clear signage as well as facilitating entry for delivery personnel.

2) Seeking ideas from stakeholders to develop last-mile delivery measures for developments

A dedicated Tripartite Workgroup, formed in November 2023 and co-led by URA and LTA, has been engaging delivery stakeholders to improve last-mile delivery efficiency, ensure the safety of e-commerce platform workers as well as minimise any disamenities caused by delivery pick-ups and drop-offs. Comprising representatives from developments, unions, industry associations and agencies, the Workgroup sought ideas from more than 60 development representatives and delivery personnel through a focus group discussion in June 2024.

Discussions were centred on addressing delivery challenges identified through surveys conducted by the Workgroup, where more than 2,000 food and parcel delivery personnel highlighted issues such as the lack of appropriate parking or waiting bays, long walking distances, and poor wayfinding combined with confusing layouts.

Agencies are currently studying the feasibility of implementing measures suggested by the focus group participants. Key suggestions include:

¹ <https://go.gov.sg/condominiumdeliveries>

- Adapting existing spaces into demarcated waiting bays.
- Extending parking grace periods or providing concessionary parking rates for delivery personnel.
- Installing collection points or common lockers for consolidated parcel deliveries.
- Installing wayfinding signage to provide clearer directions and reduce time needed to locate drop-off points or residential blocks.

Upstream development requirements to encourage measures that support delivery services may also be explored and be progressively implemented.

Workgroup representatives also visited developments (Jurong Point mall and Lake Grande condominium) where good practices have been adopted, to study the feasibility of scaling up the adoption of these measures and explore ways to better facilitate collaboration between government agencies, development owners and managers and delivery platforms. LTA is also working with the National Delivery Champions Association, Digital Platforms Industry Association, and Workplace Safety and Health Council to develop an e-guide on safe riding and parking practices for delivery personnel.

Agencies will continue to engage stakeholders while reviewing potential ideas. More details will be shared when ready.

3) Facilitating more efficient and safer parcel sorting and dispatch activities through the Courier Hub Scheme

Courier Hubs was an idea that came as a result of close engagement with the industry, to cater to changing delivery needs. Following a successful pilot in 2021 where participating companies reported increased delivery productivity and reduced delivery trips, the Housing & Development Board (HDB) and URA have formalised the [Courier Hub Scheme](#) in September 2024 to allow courier companies to utilise selected HDB multi-storey car parks (MSCP) across Singapore to support delivery activities. Under the scheme, courier companies may apply to use car park lots within more than 50 HDB MSCPs for loading, unloading, sorting and dispatching of parcels. URA and HDB will be extending the application period until end of January 2025.