

Delivery and Servicing Plan Guidance

WestTrans 2017



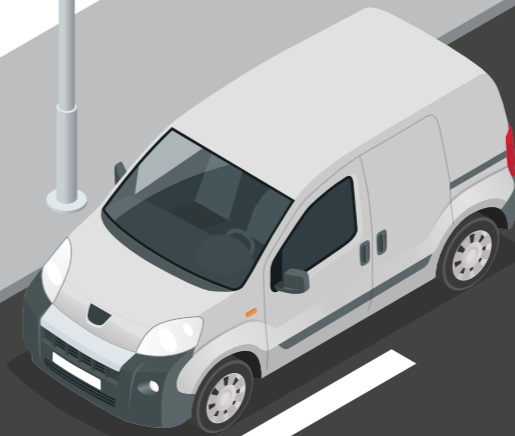
WESTTRANS
PLANNING *TRANSPORT* TOGETHER



Contents

Summary	3
Delivery and Servicing Plans	5
Planning Requirements for a Delivery and Servicing Plan	7
Guidance for Developers – Contents	10
Guidance for Planners – Reviewing	12
Guidance for Occupiers – Implementing	13
Monitoring and Enforcement	14
Appendix – Action Plan Measures	16

This guidance is based on a partnership project with LaMiLo (last mile logistics) – an INTERREG IVB North West Europe (NWE) project part-funded by the European Regional Development Fund (ERDF) – aims to create a step change in freight deliveries by fully considering the 'last mile' of a supply chain when planning a freight logistics journey, ensuring a more efficient and integrated logistics approach throughout North West Europe (NWE). For more information visit www.lamiloproject.eu



Summary

The purpose of this guidance

A Delivery and Servicing Plan (DSP) is a logistics management tool for a development to reduce the impacts of delivery and servicing activity at a site. An effective DSP should incorporate a mixture of measures including those targeted at procurement, delivery booking systems, consolidation, re-timing, marketing and management measures.

This guidance is based on a study, involving the Corporation of London and the WestTrans Partnership, which examined the role of DSPs in the planning process and their implementation at the occupational stage of a development.

The WestTrans Partnership is formed of the six west London Boroughs of Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow. It works with Transport for London (TfL) to identify, develop and implement transport projects to the benefit of the subregion.

Who is this guidance for?

The primary aim of this guidance is to provide planning officers, developers, site occupiers and facilities managers with the tools they require to develop, implement, monitor and evaluate an effective DSP. It sets out a structured step-by-step process for developing DSPs.

It is also appropriate for existing developments that are seeking to reduce their delivery and servicing impacts. Prior to the 2012 Olympic and Paralympics' Games, TfL produced guidance aimed at existing developments.

The need for guidance specifically aimed at developers and planners as part of the development planning process was recognised as part of the LaMiLo project and a separate study by WestTrans.

Why is it needed?

Considering the delivery and servicing needs of a site from the outset can help to facilitate efficient deliveries by encouraging site occupiers and their suppliers to consider the need for delivery and servicing activity, re-timing when and how deliveries are made and improving overall access to goods and services.

When should a DSP be submitted?

The London Plan states a DSP should be secured in line with the London Freight Plan and should be co-ordinated with travel plans and Construction Logistics Plans (CLP). In practice, there is a lack of consistency regarding which developments are required to submit a DSP.

Guidance Structure

The guidance consists of the following seven sections:

- 1 Delivery and Servicing Plan (DSP)
- 2 Planning requirements for DSPs
- 3 Guidance for Developers
- 4 Guidance for Planners
- 5 Guidance for Occupiers
- 6 Monitoring and Enforcement
- 7 Appendix – Action Plan Measures

Delivery and Servicing Plan

Introduction

Cities are expanding and demand for delivery and servicing activity is rapidly growing resulting from amongst other things, an increase in e-commerce. Multiple supplier visits can create wide reaching negative impacts by contributing to increased congestion, noise pollution and higher levels of harmful emissions.

A Delivery and Servicing Plan (DSP) is a logistics management tool that can be used to manage the freight delivery and servicing activity that takes place at a site or a collection of sites within a local area. A DSP is likely to focus on activities such as parcel, package delivery and collection, and servicing trips such as waste collection, maintenance of office machinery, heating, air conditioning and lighting. It may also cover general repairs, cleaning and catering provision.

If the plan is implemented correctly, it can assist organisations to reduce their operational costs and reduce vehicle activity at their site. This could be achieved by adopting changes to the way an organisation manages various aspects of its business, including:

- Implementing a sustainable procurement approach to improve suppliers' performance.
- Developing new approaches to the management of deliveries and servicing through facilities management operations.
- Co-ordinating delivery and servicing activities across the organisation as well as between other organisations in the locality.

What are the benefits of a DSP?

Typically, a DSP will help to:

- Achieve financial savings through improved efficiencies.
- Identify where safe and legal loading can take place, both generally and in exceptional circumstances.
- Improve vehicular access to a delivery / collection origin or destination.
- Avoid vehicles moving through a site and parking unnecessarily.
- Reduce noise, CO₂ and air quality emissions, congestion, collisions and overall freight costs by reducing the number of delivery trips (particularly during peak hours).

Benefits to an organisation	Description
Save time and money	Benefit from lower operating costs if deliveries are consolidated into larger, less frequent deliveries Free up time staff spend receiving goods and completing activities such as invoice processing Supply chain economies of scale
Improve safety	Fewer deliveries – fewer accidents Compliance with health and safety legislation
Improve reliability	Ensures the supply chain continues to operate effectively during large planned events or other foreseeable disruption
Reduce your organisation's impact on the environment	Reduced emissions at site Contribute to social responsibility objectives Create a more pleasant environment
Stakeholder Benefits	Description
Suppliers and freight operators	Fuel savings from reduced mileage Increased certainty over delivery times Reduced risk of collisions due to fewer journeys and less likely to unload in an unsafe location Less risk of having to park illegally and attracting penalty charge notices Reduced environmental impact

Based on TfL's 'Making freight work for you' guidance and the EU funded 'Trailblazer' project (2013).



How are they secured?

In the same way Travel Plans and CLPs are secured, a DSP can be negotiated as a planning condition or a Section 106 Agreement. Post occupation, some organisations have developed their DSPs on a purely voluntary basis.

What tools are available?

There are a number of tools available to help developers produce and assess the quality of their Travel Plans. These tools can be consulted when developing a DSP.

Online Action Plan

Website: ap.westtrans.org

WestTrans have developed an online action plan creator. This tool will guide DSP managers through the creation of an action plan, adding completion and reporting dates to help manage the implementation and success of their DSP. The action plan is a mandatory requirement within a DSP.

TRICS

TRICS is the national standard system of trip generation and analysis in the UK and Ireland and is recommended by TfL having replaced TRAVL in early 2014. The database holds multi-modal survey data and allows users to predict the number of trips that will be generated by a particular development proposal. Pre-2014 TRAVL data for London can also be accessed through TRICS.

Website: www.trics.org

LOGO TO
BE SUPPLIED

ROBUST

ROBUST stands for Reliable Obligations Used for S106 Transport. There are a number of similarities between Travel Plans and DSPs. The ROBUST tool allows local authorities to find examples of definitions and clauses for use in Section 106 Agreements, which refer to the development, implementation, monitoring and enforcement of development-related Travel Plans.

Website: www.westtrans.org/robust

Monitoring

It's essential for sites and local authorities to monitor DSPs; so that sites can track their progress and local authorities can see planning conditions are met. Additionally, DSP monitoring can highlight improvements to the DSP process and help develop best practice case studies. This information can be used to improve the guidance and quality of DSPs. There are two aspects to monitoring a DSP; an annual report and a survey, see pages 13 for details.

Planning Requirements for DSPs

How do DSPs fit within the policy context?

Travel Plans, Residential Travel Plans, CLPs and DSPs are key elements of national transport, planning and housing policies and are included in local borough policies.

These tools are effective mechanisms to enable improvements in a wide range of policy areas.

These policies include, but are not limited to, all aspects of sustainability, climate change, local air quality improvements, safety and security, reduced congestion and improved public health.

Linking the various plans and policies together can ensure that all transport associated with a site is efficient, safe and as sustainable as possible.

National, regional and local policy support the need for DSPs. Paragraph 35 of the National Planning Policy Guidance (NPPG) notes developments should be located and designed where practical, to accommodate the efficient delivery of goods and supplies; The Traffic Management Act (2004) focuses on optimising traffic operations and traffic flow.

The London Plan promotes the provision of suitable servicing and freight facilities. It also contains references to other related policies, including Parking, to provide for the needs of businesses for delivery and servicing activities. The Mayor's Transport Strategy also considers freight and servicing throughout.

The London Freight Plan identifies DSPs as a key mechanism to increase building operational efficiency by reducing delivery and servicing impacts to premises, specifically CO₂ emissions, congestion and collisions.



Links to the Planning Process

A DSP is site specific as individual sites have different constraints and operational requirements.

DSPs should be submitted as part of a planning application alongside a Travel Plan and CLP. The development scale guidelines (Table 1 on page 9) are taken from TfL's full Travel Plan thresholds and should be used as a guide to determine if a development requires a DSP. Figure 1, shows the process for DSP application through to implementation and monitoring.

The need for a DSP should be assessed on a case by case basis.



Table 1. DSP Requirement Thresholds

Development Classification	DSP Required
A1 (Garden Centres)	Equal or more than 2,500sqm
A1 (Food / Non-Food Retail)	Equal or more than 1,000sqm
A2 (Financial Services)	Equal or more than 750sqm
A3/A4/A5 (Food/Drink)	Equal or more than 750sqm
B1 (Business)	Equal or more than 2,500sqm
B2 (Industrial)	Equal or more than 2,500sqm
B8 (Warehouse and Distribution)	Equal or more than 5,000sqm
C1 (Hotels)	Equal or more than 100 beds
C3 (Residential)	Equal or more than 80 units
D1 (Hospitals/Health Centres)*	Equal or more than 50 staff
D1 (Schools)	Equal or more than 1000 pupils
D1 (Higher and Further Education)	Equal or more than 2,500sqm
D1 (Museum)	Equal or more than 100,000 visitors annually
D1 (Places of Worship)	n/a
D2 (Assembly and Leisure)	Equal or more than 1,000sqm
D2 (Stadia)	Equal or more than 1,500 seats
Sui Generis Uses	Planning officers' decision. Should be based on the anticipated delivery and servicing impact and attempt to keep in line with the above thresholds.

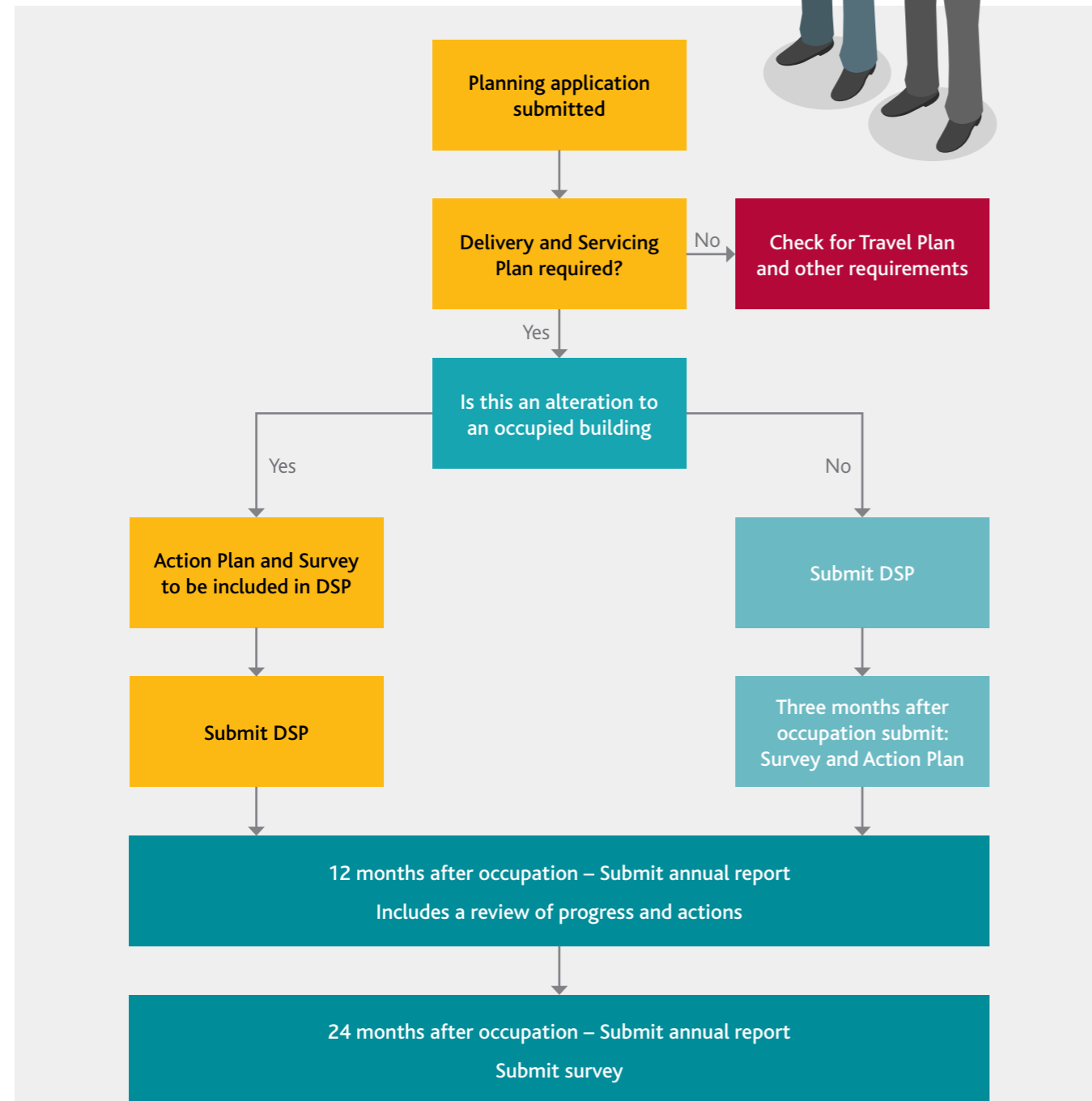


Figure 1. Process flow of DSP submission and implementation

Annual report: Contains an update on progress for each action.

Survey: Records the delivery / collection and servicing trips for one week.

Examples of wording used in practice by boroughs for planning conditions

Example A

"Prior to the occupation of the building a delivery and servicing plan shall be submitted to and approved in writing by the Local Planning Authority. Details shall be implemented as approved. Reason: To minimise highway and traffic impact to the Transport for London Road or Strategic Road Networks (TLRN / SRN) from servicing vehicles from the site."

Example B

"No occupation shall take place until a Delivery and Servicing Plan has been submitted to the Local Planning Authority and approved in writing. Development shall be carried out in accordance with the approved details. Reason: In order to safeguard the amenities of surrounding residential properties and ensure minimal disruption of traffic in the locality, in accordance with policies ENV-B.1.1 (New Development), ENV-P.1.5 (Noise Pollution) and T.4.4 (Road Safety) of the adopted Unitary Development Plan and Transport for London advice."

Example C

"Prior to occupation details shall be submitted to and approved by the Local Planning Authority for a Delivery and Servicing Plan. Reason: In the interests of road safety."

Example D

"The occupation and use of the development shall be carried out in accordance with the approved Delivery and Service Plan. Reason: To ensure an acceptable impact on the surrounding highway network."

Example E

"No part of the development shall be occupied until a site wide Delivery and Servicing Plan has been submitted to and approved in writing by the Local Planning Authority. This shall then be implemented as approved and remain in operation for the lifetime of the development. Reason: In order to ensure that deliveries to and servicing of the site is managed effectively so as to minimise impact upon the road network and to safeguard the amenities of residential properties in the locality and in the interest of road safety, in accordance with Policies ENV-B.1.1 (New development), ENV-P.1.5 (Noise pollution), ENV-P.1.6 (Air pollution), ENV-P.1.7 (Light pollution), T.2.2 (Pedestrian safety and security) and T.4.4 (Road safety) of the Hounslow Unitary Development Plan and Policies 7.15 (Reducing noise and enhancing soundscapes), 7.14 (Improving air quality) and 5.3 (Sustainable design and construction) of the London Plan."

Guidance for Developers – Contents of a DSP



DSP Contents

The list below sets out the sections expected to be found in a DSP, an overview of each section follows.

- Aims
- Objectives
- Policy Context
- Site Assessment
- DSP Management
- Targets
- Measures

Aims and Objectives

A DSP aims to ensure delivery and servicing activity is as effective and efficient as possible.

Objectives will vary depending on the land use and specific nature of the occupier's activities. It is, however, still possible to indicate which objectives could be employed at the site based on the local conditions and building purpose.

For example; an office building would probably look more towards procurement and supply chain solutions than an industrial unit which could also include policies to directly reduce congestion and improve air quality.

If the site is already occupied (ie. the planning application is for an extension or alteration), the objectives should be prepared with the occupier and clearly laid out.

Policy Context

This need only be a brief section to summarise national, regional (The London Plan - MTS) and any local policies in relation for DSPs or freight movements.

Site Assessment

This should set out the specific site and local highway conditions. It should include:

- Site Plan
- Swept path analysis
- Loading bay locations
- Preferred routes
- Any highway restrictions
- Heights, weights, widths etc
- Location map

DSP Management

The DSP should be managed by the occupiers, specifically, someone holding a senior management position with the authorisation to deliver the actions listed in the Action Plan.

The name, position and contact details for the DSP Manager should be included in the DSP. If they are unknown at the time of submitting the DSP, the contact details for the current developer/land owner should be supplied.

Similarly, contact details for the borough officer (who will review the action plan and annual reports) should be included in the DSP so the occupier can make contact.

Targets

The aim of a DSP is to promote efficient delivery and servicing activity at the site. Traditional trip rate or mode split targets are not appropriate to record efficiencies as business growth and changes in commercial operation can distort the effectiveness of the DSP.

Given that DSPs are for the life of the development, the target for all sites is to fully explore all the measures available in the action plan tool (including any subsequent revision) and to report on their progress annually.

Sites should aim to achieve successful outcomes for a minimum of seven actions within the first four years of occupation and continually review the action plan for the duration of their occupancy.

Measures

Appendix 1 is a list of potential measures that could be included within a DSP action plan, this is not an exhaustive list and sites may identify other measures unique to them. The measures must be tailored for each site, as organisations will have different requirements according to their size, location and sector they operate within.

At the planning stage, the DSP should include examples of measures that could be introduced. This would be superseded by the occupier when creating their action plan.

Action Plan

This is the most important aspect of the DSP and can only be completed by the DSP manager. The action plan is a list of measures that the site will adopt to best ensure the effectiveness of all delivery and servicing activity.

Within three months of the development becoming occupied, if not already, the DSP manager should access the DSP Toolkit (<http://ap.westtrans.org/>) and complete the action plan. Some actions are mandatory but the DSP manager should select as many measures as they believe they can successfully deliver.

Each measure should have a start and expected completion date and be accompanied by an explanation of how the selected measure will be enacted at the site.

The action plan can be updated at any time, actions that prove to be overly ambitious or inappropriate can be removed and new measures can be selected to action.

Every year, a formal review of the action plan must be completed and submitted to westtrans@ealing.gov.uk.

Mandatory Measures

1. Review current delivery activity, locations, practice and policy.
This helps identify a baseline from where to seek efficiencies in delivery and servicing activity.
2. Review current procurement policies.

The purchase of goods is the beginning of the movement of goods. Procurement policies can have a huge impact on DSP activity.

Monitoring

The DSP will need to include a section about monitoring to ensure the development is actively managing its DSP. It should also estimate an occupation date so borough officers can timetable the review.

The monitoring method requires two separate procedures, an annual report and a survey.

Annual Report

The Action Plan Toolkit guides DSP managers through the creation of their action plan but also includes the facility to report on the progress of each action.

Each year the DSP manager should review the action plan and update it to include the progress made towards completing each action. New actions can be added and unsuitable actions can be removed.

Once updated, the action plan should be saved and sent to westtrans@ealing.gov.uk

Survey

The first survey is required upon submission of the DSP or within three months of occupation, depending on the application type. See figure 1 on page 8.

The survey is a record of all the delivery and servicing trips to and from the site for a full week. This will include deliveries and collections made by couriers, waste collections and maintenance calls by photocopier engineers etc.

It does not include commuter trips or delivery trips if the occupier is a third party logistics operator. To clarify, a delivery of stationary or a waste collection at a third party logistics site would be counted but the consignment of goods leaving the warehouse for multi drop distribution would not.

The survey is submitted biennially and always with the annual report.

Handover to the occupier

The implementation of the DSP and its various measures is the responsibility of the occupier. Including details of the DSP within a Tenancy or Lease Agreement will ensure the occupier is aware of their responsibility.

The DSP should set out how future occupiers will be made aware of the requirement to implement and manage a DSP.



Guidance for Planners

– Reviewing a DSP

Key points to remember

The DSP research that was carried out to inform the contents of this Guidance showed a large variation in the quality of DSPs submitted and approved as part of the planning process. Some DSPs were comprehensive and considered a range of measures that could be implemented to reduce the site occupier's impacts. Others considered just one or two measures and contained little or no information about targets and monitoring the impacts of the DSP.

Approving a DSP

DSPs need not be lengthy documents, so long as the core information is represented in each of the sections from the previous chapter. However, it is vital that contact details for the DSP manager are included and the mandatory measures for the action plan are listed with some assumptions on details and timing.

For alterations and extensions to existing sites

If the DSP is to support a currently occupied site, it must include an action plan which should be completed by the DSP manager, someone within the occupier's organisation. In addition a survey must accompany the DSP. See 'Monitoring' in the previous chapter.

For new developments

The action plan and survey must be submitted within three months of occupancy but are not required to approve the DSP at application stage.

In the future, it may be possible to include DSPs within ATTrBuTE so the assessment tool can be used to evaluate a DSP in a similar way to how it currently works for Travel Plans.

Checklist

The checklist, available in Table 2, summarises the key points that should be covered within each section of a DSP. It is not expected that a DSP will include all the points listed in the table as each site will need to be considered on an individual basis.



Decision

The checklist acts as a guide to assist the planning officer in his / her decision about the quality and effectiveness of the DSP and whether or not it should be accepted. The final decision remains with the planning officer.

Table 2: DSP Reviewer's Checklist

To be included	Examples of what could be included:	Included YES/NO
Document title	Eg. Delivery and Servicing Plan for Ealing Town Hall, Ealing	
Date	Date of when the plan was produced	
Planning details	Planning application number	
Aim	Primary aim	
Objective	3-5 Site specific objectives	
Policy Context	National & local included?	
Site Assessment	Loading bays, operating times, routes, etc.	
DSP Management	DSP manager contact details	
Targets	Indication of what might be achieved	
Action plan	If the site is occupied, include the action plan otherwise list the mandatory measures and others appropriate to the site	
Monitoring	Confirm monitoring and expected occupation dates	
Occupier handover	Sufficient information for the the new occupier? Requirement written into tenancy agreement?	

Guidance for Occupiers

– Implementation of a DSP

Purpose of the DSP

The aim of the DSP is to ensure commercial traffic to and from the site is as efficient as possible. Its purpose is not to curtail or restrict the occupier's operation or growth but to channel its managerial decision process to include delivery and servicing activity.

Post Planning Process Handover

Once the site is completed and occupied, the developer should hand a copy of the DSP to the site occupier. The occupier should inform the local authority of its occupancy and provide the contact details of the DSP manager.

Who should be involved in implementing the DSP?

A senior member of staff should be appointed as the DSP manager. That person will be responsible for ensuring the measures contained within the Plan are implemented.

The DSP manager should also involve the following: representatives from facilities, contracts and procurement teams.

Action Plan

Within three months of occupation the DSP manager must complete the action plan and survey, both of which should be submitted to the local authority unless already included in the DSP.

The main point to remember is to select measures that work with the site and the nature of the occupiers operation, not all measures will be appropriate. There is a detailed list of measures in appendix 1.

See page 10 and for further advice on completing the action plan and survey - visit <http://ap.westtrans.org/>



Monitoring

Sites are required to monitor the progress of their DSP. There are two processes used to monitor an action plan; an annual report (an update on the action plan) and a survey – a count of commercial traffic at the site, due every two years.

Annual Report

12 months after the first submission of the action plan, the annual report should be submitted. Use the online Action Plan Toolkit to produce the report.

The report is a formal update of the Action Plan that includes commentary on the progress of each action and allows the opportunity to amend any completion dates.

- It should include evidence to support any progress towards completing an action, for example.
- If FORS accreditation has been gained, include the FORS registration number.
- If a vehicle booking system has been implemented, attach a scan or pdf of a completed booking sheet or page.

Survey

The survey is due within the first 3 months of occupation, if not already submitted with the DSP at the planning stage, and every two years thereafter until the minimum number of actions have been completed, see Targets – page 10.

The survey is a count of commercial traffic to and from the site. The methodology for this survey can be found at <http://www.westtrans.org/wla/wt2.nsf/pages/WT-200>.

Analysing the results

The results of the delivery and servicing surveys, site assessments and business operations will enable trends to be identified. The results will show the frequency of deliveries by different suppliers or examples of different companies delivering similar products.

The results can be used to inform internal communications to staff about any new measures that can be included in the action plan. The DSP manager is free to update the action plan at any time to ensure the most effective actions are pursued by the occupier.

Monitoring and Enforcement

Why is monitoring important?

DSP monitoring can reduce the likelihood of a site occupier from being unaware of its requirement to implement a package of robust measures to reduce its impact in the local area.

Monitoring a DSP on an annual or biennial basis enables borough officers to collect data about delivery, servicing and collection trips taking place within their area. This valuable data can be used to assess the effectiveness of different measures and inform more robust local policies and plans.

DSP monitoring, combined with Travel Plan monitoring of a site can assist borough officers in monitoring borough-wide progress in achieving local objectives such as congestion, air quality and other environmental and health targets.

Maintaining a record of DSPs

A simple spreadsheet or database containing a record of all the planning applications that have requested a DSP as part of a planning condition should be maintained. This tool will enable borough officers to monitor which developments are due to submit their revised DSP and the results of their annual reports and surveys.

Maintain a database of sites with a DSP requirement

Enforcement

Where the requirement to implement a DSP is a planning condition, occupiers should follow this guidance and consult with their local authority over any difficulties. The guidance set out in this document allows occupiers enormous flexibility over the implementation of their DSP, there is little reason not to implement a DSP.

Where sites have not submitted their DSP, action plan or reports, two written reminders should be sent before liaising with enforcement teams. Enforcement teams are strongly urged to follow up these breaches and the use of planning contravention notices should be used where appropriate.



Appendix i

– Action Plan Measures

Introduce Work Related Road Risk requirements in contracts

The safety of all road users is paramount. Include Work Related Road Risk (WRRR) requirements in the organisation's standard terms and conditions of contract. WRRR details are available at <http://www.westtrans.org/wla/wt2.nsf/pages/WT-211> and on TfL and FORS websites. WRRR requests suppliers and their supply chain meet the requirements and demonstrate their compliance.

Include WRRR in supplier contracts

Procurement and contract management

Organisations play a vital role in encouraging deliveries at different times of the day, particularly outside of peak hours. As a client, an organisation can use its purchasing power to influence how and when deliveries are made to its buildings. This can be achieved by stipulating such requirements in tender specification documents and on-going performance discussions. Discussions with suppliers should take place to agree planned delivery and servicing schedules. Such discussions should take place as part of the on-going contract management process.

- Standard Terms of Contract and tender information pack to include info about the DSP.
- Including more delivery options within a supplier contract. Discounts for reduced deliveries, minimum order values
- Suppliers to separate the costs of the goods from the costs of delivery.
- Suppliers to exclude all parking penalty charge notices (PCN) fines from their delivery costs.
- Review the organisation's supplier database and goods ordering procedures. Identify opportunities to consolidate the number of supplies and frequency of deliveries.
- Introduce a requirement for suppliers to use low emission vehicles and be Fleet Operator Recognition Scheme (FORS) accredited.
- Inform suppliers of when, where and how deliveries should take place.

Reducing delivery, servicing and collection frequencies

In some organisations, staff can place orders on a random basis as and when they need goods. Whilst this model provides staff with great flexibility in procuring needed products at short notice, it adversely impacts on the amount of staff time spent ordering goods and dealing with deliveries (see Table 2). Ordering non-essential items on a daily basis is expensive.

Examples of these indirect costs include staff time spent placing orders, managing and processing invoices, receiving and delivering the goods to the right teams within the organisation and time spent dealing with any items for return.

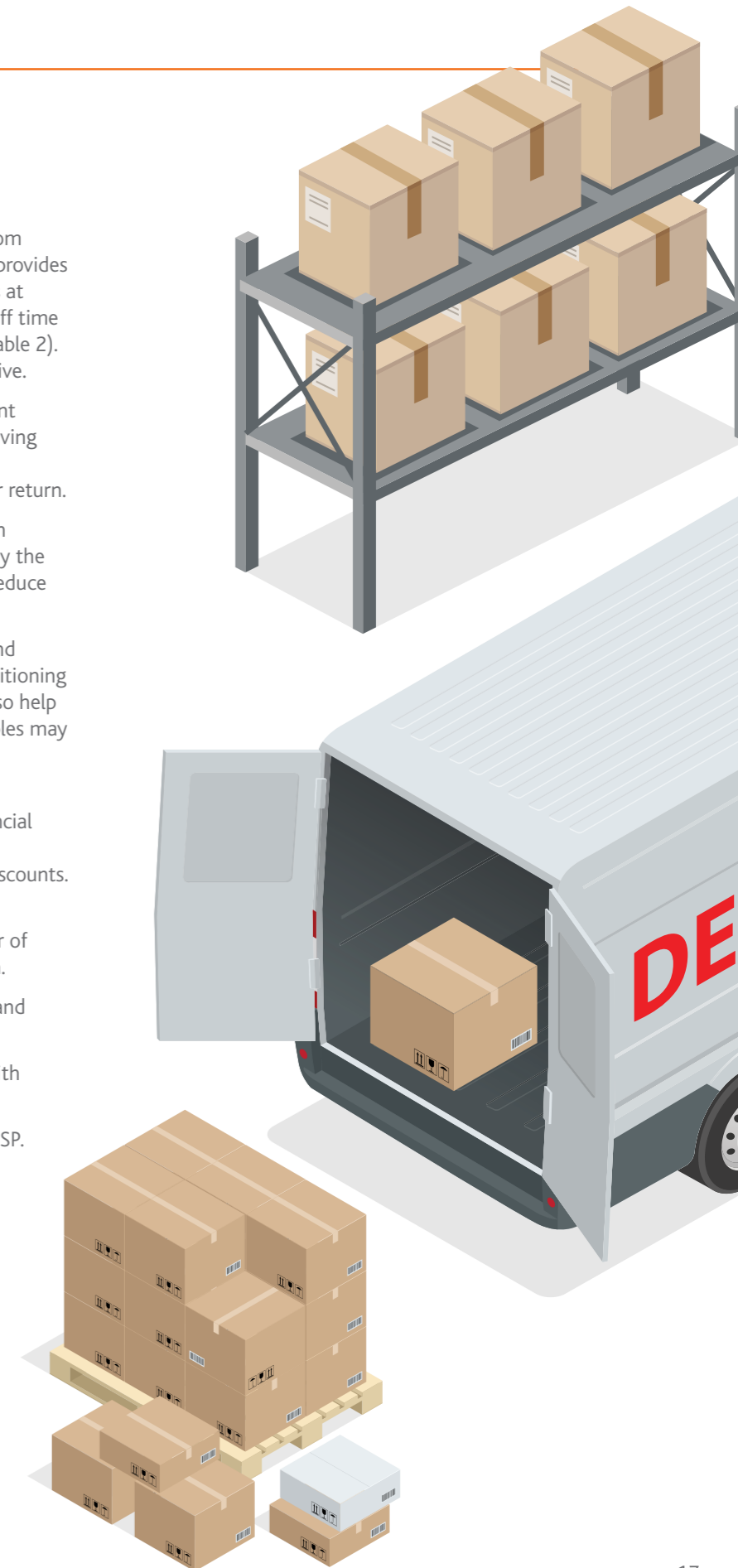
A DSP manager should provide requisitioning staff with further information about the DSP and the reasons why the organisation is introducing a package of measures to reduce the impact of its deliveries on the local area.

Better planning of what items are needed and when and storing a small amount of stock on site to avoid requisitioning staff from having to reorder on a frequent basis will also help to reduce the number of orders that are placed. Examples may include office stationery, catering supplies and waste.

Where possible, such goods should be ordered in larger quantities on an infrequent basis to maximise the financial gains derived from higher volume orders. Reducing the frequency of deliveries may result in bulk purchasing discounts.

A central ordering system will reduce the likelihood of different suppliers being used for the same products, or of numerous orders being made to the same organisation.

- Introduce a policy limiting the frequency of orders and introduce a minimum value per order.
- Calculate the direct and indirect costs associated with orders and deliveries.
- Provide requisitioning staff with details about the DSP.
- Store a small amount of stock on site to avoid daily deliveries and benefit from bulk orders.



Reduce or consolidate the number of suppliers

Develop and maintain a contracts register and list of suppliers. This can be used to identify different suppliers who are delivering similar products. Simplifying the supplier base will deliver cost benefits through economies of scale, as well as improved efficiency as a result of reduced ordering and invoice processing.

List of approved suppliers
Consolidate suppliers

Accreditation

The UK's national Fleet Operator Recognition Scheme (FORS) is helping van and lorry operators to be safer, greener and more efficient. Companies need to pass an independent assessment of their operation to gain accreditation, which covers an effective risk management process covering their drivers, vehicles and operations. There are three levels of FORS accreditation, which reward excellence: bronze, silver and gold. The FORS database provides information about the status of each accredited organisation.

Using the responsible procurement process, an organisation could request more of its suppliers to become FORS accredited as a way of them demonstrating their commitment to raising their operational standards and evidence of their lawfulness and best practice.

FORS WRRR
London Safer Lorry Scheme



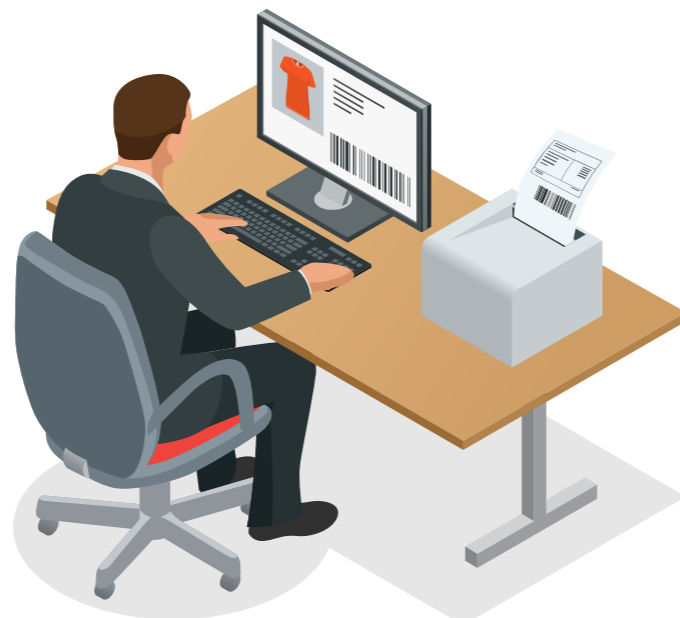
Delivery and booking system

The application of a Delivery Booking System (DBS) to better manage workplace deliveries is becoming more common. A DBS would enable an organisation to control, and where appropriate, limit the amount of delivery and servicing activity. The DBS could be used to incentivise out-of-hours deliveries and limit peak hour deliveries.

There will still be unexpected deliveries, but by managing deliveries more efficiently capacity is created to allow for unscheduled deliveries to occur; although this should be avoided wherever possible.

Should a DBS be implemented, a resourcing review of facilities and security personnel that manage deliveries would be required to ensure sufficient staffing levels are available during the delivery window hours to enable deliveries to be received.

- Introduce a delivery booking system to manage deliveries.
- Communicate the requirement to use a delivery and booking system to all suppliers.
- Prioritise regular suppliers and those who can demonstrate good practices such as FORS registered companies or operators of low emission vehicles.



Consolidation

Ordering non-essential items on a daily basis is expensive; such costs need to be identified and illustrate the total costs associated with a delivery (e.g. all indirect and direct costs). Indirect costs include staff time spent placing orders, managing and processing invoices, receiving and delivering the goods to the right teams within the organisation and time spent dealing with any items for return. All direct costs relate to the driver, vehicle and operational management.

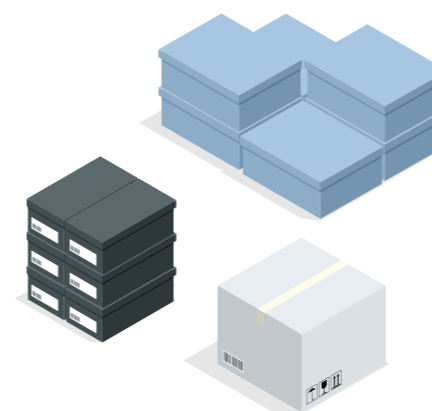
Placing higher value orders on a less frequent basis will reduce the congestion and environmental impacts of such deliveries.

Consolidation centres

Consolidation centres are designed to minimise vehicle journeys, while also improving delivery reliability and efficiency. Organisations with a number of sites that each receives separate deliveries from the same supplier may benefit from using a consolidation centre, including:

- One location receives multiple deliveries from suppliers.
- Different goods for the same recipient are grouped together at the centre.
- A single delivery vehicle delivers the consolidated goods to the recipient.
- This helps reduce the number of journeys needed and minimise disruption for the recipient.
- Off-site security screening of deliveries.
- Off-site storage, which frees up space for other uses.

Implement measures to consolidate deliveries (e.g. collective and collaborative procurement, use of a micro consolidation centre and/or urban consolidation centre).



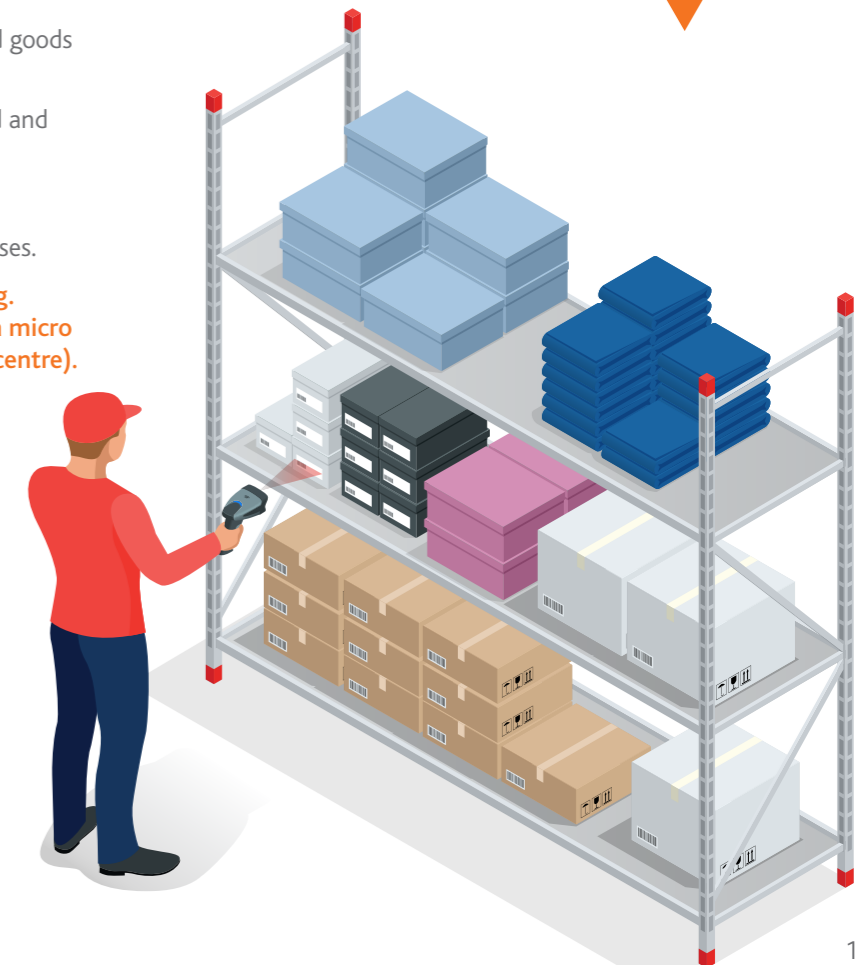
Co-ordination and collaboration with building tenants and neighbours

Working with other tenants in the same building, or other neighbours, to better manage deliveries can deliver cost savings. There may be opportunities for organisations to co-ordinate and collaborate on the following:

- Sharing vehicle booking systems.
- Working together on delivery slots for the same suppliers.
- Identifying and procuring the same suppliers for the same products (e.g. stationery, courier collections, vending, cleaning, catering, waste, servicing and maintenance).
- Agreeing the same time for waste and business postal collections.

It may be possible to co-ordinate deliveries with other neighbours in a local area. For example, a Business Improvement District (BID) may have schemes in place to support businesses to reduce their delivery and servicing activities.

Develop relationships with neighbours



Retiming deliveries

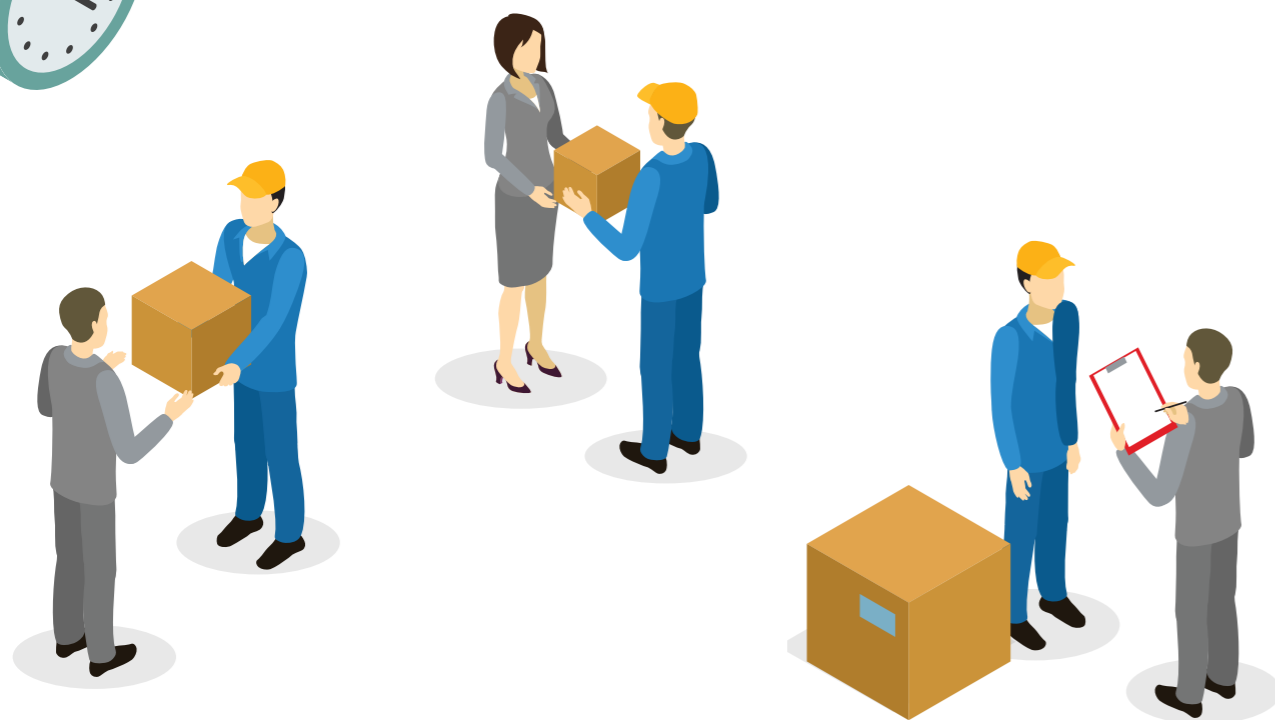
Organisations play a vital role in encouraging deliveries at different times of the day, particularly outside of peak hours. Careful consideration is needed to minimise adverse impacts of out-of-hours vehicular operations. It may be possible to reschedule some or all deliveries. Properly planned, through discussions with suppliers, this could result in fuel and cost savings to the operator, which could then be passed on to the organisation via delivery discounts.

A key issue to be considered is the availability of staff within the organisation to be able to manage the delivery. Possible solutions to this problem include:

- Delegating the task to security staff if they are on site.
- Establishing a secure location where suppliers can leave deliveries.
- Working with suppliers to jointly implement out-of-hours deliveries.

Discussions with suppliers about changing delivery times.

See also <https://tfl.gov.uk/info-for/deliveries-in-london/delivering-efficiently/retiming-deliveries>



Couriers and parcel deliveries / collections

Use of couriers or specialist delivery companies is often used through habit, next day before 09:00. Unless it's truly needed before 9am, there are cheaper, more efficient options.

- Raise awareness amongst staff about the impacts and costs of different delivery and collection options.
- Monitor the issue to identify the scale of the issue.

Personal deliveries in the workplace

The recent trend of staff receiving their personal deliveries at work has been increasing since 2013 due to the growth of e-commerce. Changing and rising customer demand and expectations is resulting in a significant amount of van activity in local areas.

When home delivery is not an option people typically opt to have small items delivered to their workplace. The growth in this trend has led to some organisations introducing a policy banning their staff from receiving personal deliveries at work.

Consider a no personal delivery policy.

Personal deliveries account for 30% of all site deliveries.

Installation of unattended delivery and storage facilities

Locker bank facilities are an efficient way of receiving deliveries (and returning goods) that take place during out-of-hours. The main advantages of a locker bank facility is the flexibility of access times and the fact they can make use of IT tools allowing tracking and tracing of parcels and return management.

Despite the initial investment cost, they allow out-of-hours logistics operations and reduce significantly the number of missed deliveries.

Review the possibility of installing unattended delivery and storage facilities at the site.

Publicise alternative delivery collection points

Companies have responded to the rise in e-commerce deliveries by developing new delivery and collection options. These include: Duddle (delivery/collection company operating within rail stations), locker bank/box providers, retailers joining with online companies to offer a new service and retailers operating 'Click and Collect' within their stores.

Provide staff with details of alternative delivery options and a map illustrating their locations in relation to the workplace.



Reverse Logistics

Maximise the use of freight vehicles through reverse logistics by making use of the delivery vehicle to remove waste (e.g. cardboard, packaging materials) as a single journey. Examples of other waste products that could be included in a reverse logistics policy include electrical and IT equipment and this could also help organisations to demonstrate how they comply with Waste Electrical and Electronic Equipment (WEEE) regulations.

Ask the waste contractor if it will remove waste from the site at the same time as making a delivery

Re-mode

Consider the use of alternative, sustainable modes particularly cycles, water and rail, to help reduce congestion and minimise the environmental impacts.

Procurement staff could include requirements within the organisation's standards terms and conditions that require suppliers to use low emission vehicles and/or modes.

Review the possibility of requesting suppliers use alternative modes, if feasible and viable.

Waste Management

Review how waste is collected for the site. It may be more cost effective to use the same supplier as a neighbouring organisation(s).

Discuss the possibility of the waste contractor collecting food waste at the same time as recyclable waste as a way to minimise the number of vehicle trips.

Consider the costs and benefits of installing waste handling equipment, such as compactors, to enable out-of-hours collections to take place.



Servicing trips

The servicing and maintenance that a building requires can result in engineers arriving on site in a van to carry equipment, parts and tools.

Consider re-timing servicing and maintenance appointments to out-of-hours. Consider appointing local suppliers to minimise the impacts of their movements.

- Consider re-timing servicing and maintenance appointments to out-of-hours.
- Consider appointing local suppliers.

Demonstrating Best Practice

Demonstrate the organisation's commitment to Best Practice by only using those operators who are FORS (or equivalent schemes) accredited within the supply chain.

Introduce a policy requesting only suppliers who can demonstrate they are operating according to Best Practice (e.g. FORS) can be added to the organisation's supply chain.

Awareness of Planned Events

Large-scale planned events, including demonstrations and road closures, can impact on supply chain delivery and affect the reliability of servicing activity. Encouraging companies within the supply chain to sign up to Tfl's Freight Bulletin can raise awareness of road disruptions.



Raise awareness of legal loading locations

Working with its suppliers and adopting changes to delivery schedules, organisations can provide information about legal loading locations to reduce the likelihood of the supplier receiving a Penalty Charge Notice (PCN). Review the size and location of local loadings bays; it may be that their size is not suitable for the needs of suppliers and engagement with the highways team may be needed to address the issue.

Upload a map on the organisation's website showing the location of the building and highlight areas where loading and unloading can and cannot take place.

Ask suppliers for an open book contract and include a requirement to exclude all parking penalty charge notice (PCN) fees from their delivery costs.

- Include details of legal loading locations on the site map.
- (If required) engage with the highways team about the size and location of loading bays.
- Work with suppliers to adopt changes to delivery schedules.

Contingency Planning

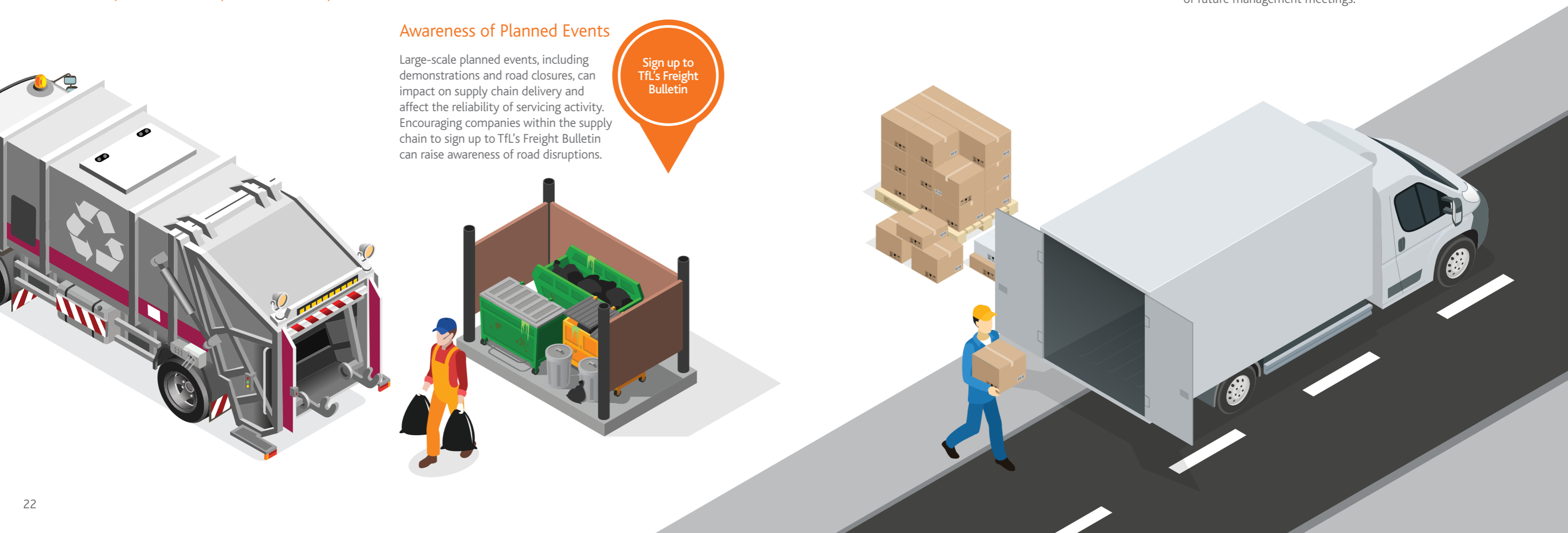
The DSP should include examples of contingency measures to be employed if there are problems with making a delivery.

- Notify suppliers in advance of any planned disruptions .
- Sign up to Tfl's Road Freight Bulletin for information and advice on issues affecting deliveries in London.

Communication and Engagement Tools

Staff behaviour change is critically important and sufficient time should be allocated to communicating with staff about the aims and objectives of the DSP. Communications briefings should outline the role they can play in terms of ensuring the DSP works in practice. A combination of communications channels (e.g. intranet, internet, targeted emails, phone calls and workshops) should be used to communicate the aims and objectives of the DSP and disseminate the key messages.

The DSP, its implementation and subsequent monitoring requirements need to become a formal item of the agenda of future management meetings.



WESTTRANS
PLANNING *TRANSPORT* TOGETHER



Perceval House,
4th Floor NE,
14-16 Uxbridge Road,
Ealing W5 2HL

W westtrans.org
E westtrans@ealing.gov.uk
T 0208 8257 048
 [@WestTransTP](https://twitter.com/WestTransTP)