



Delivery and Service Planning Toolkit

Improving efficiency, making savings



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The Delivery and Servicing Planning toolkit overview



Transport for Greater Manchester (TfGM) has developed a Delivery and Servicing Planning Toolkit after receiving local sustainable transport project funding. The purpose of the funding is to support the local economy through promoting greater use of sustainable and low carbon freight transport. TfGM's long-term aim is to ensure the ongoing implementation of Delivery Service Plans (DSPs) by local private and public organisations.

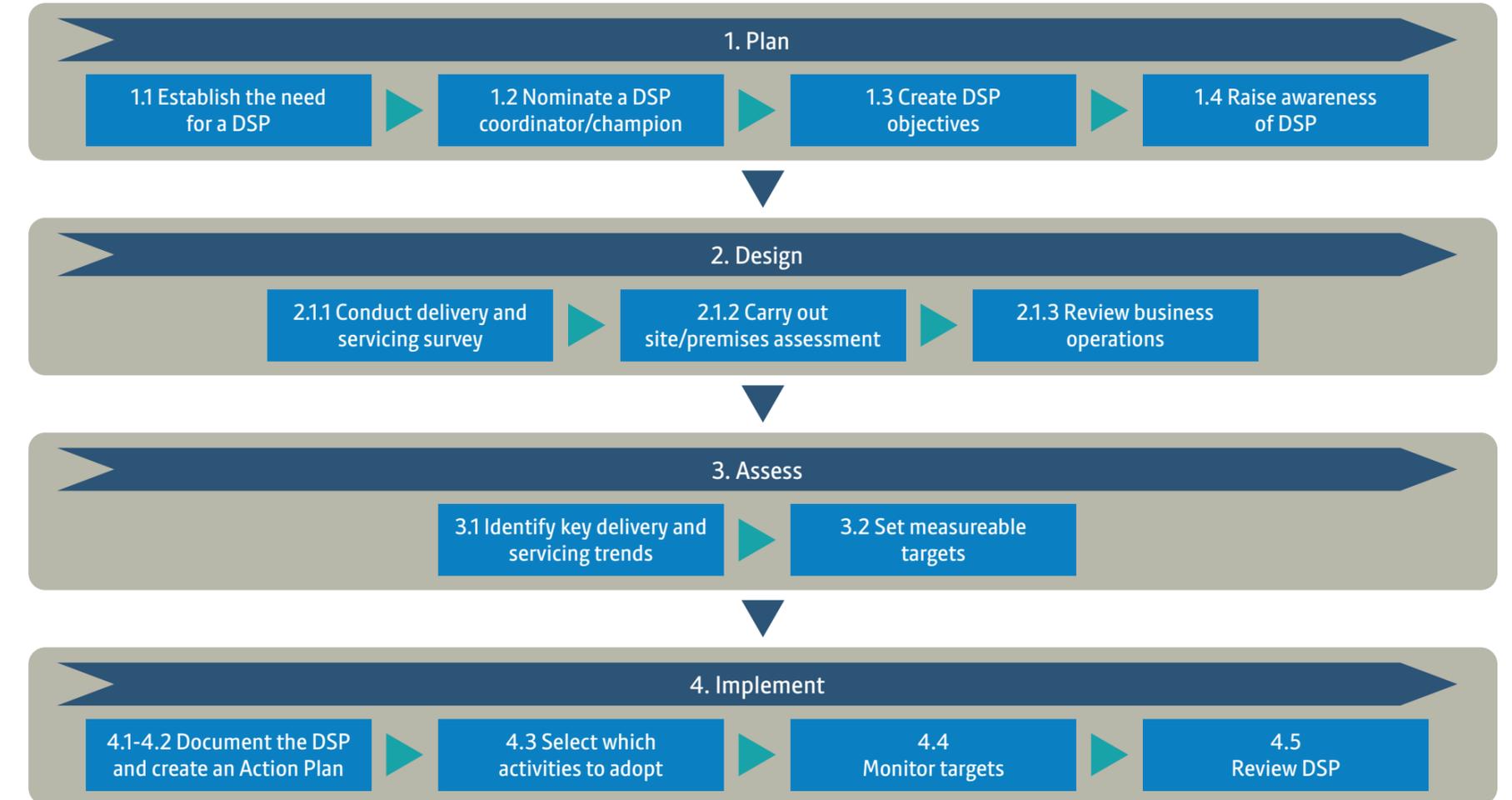
The toolkit is accessible online and will help businesses to identify opportunities to better manage deliveries and ensure supplies are delivered when they are needed. The DSP will also help to reduce the negative impacts of delivery-related activities, such as harmful emissions, congestion and collisions, including moving freight on low emission vehicles. The toolkit is specifically designed to target deliveries in congested areas such as city and town centres as well as key radial routes.

DSP Overview

The DSP toolkit has been split into 4 stages:

- 1. Plan
- 2. Design
- 3. Assess
- 4. Implement

Each of these stages is made up of a number of steps which are detailed in Figure 1 opposite. You will notice that each step is numbered. These numbers relate to the sub-sections contained within this toolkit.



Stage 1 – Plan

About delivery and servicing plans



1.1 – What is a DSP?

A DSP could help to make your deliveries more efficient and reliable whilst saving you money in the process. They will also help to improve the quality of the environment around your business by reducing congestion, collisions and emissions; ultimately making the area more attractive to people who live, work and visit there.

A DSP facilitates the analysis and identification of areas where improvements can be made to delivery and servicing movements taking place at your premises. It covers:

- Goods deliveries/collections
- Catering and vending
- The management of waste and recycling
- Servicing activities
- Construction site management.

It doesn't matter how small or large your business is, if you receive deliveries, and servicing activities take place at your premises then a DSP can help you to:

- Manage deliveries better
- Review your supply chain and improve its efficiency
- Work smarter with your suppliers.

1.2 – Who is it for? Who should be included?

A DSP is for any site that receives deliveries and servicing activity, whether it is public or private, small or large or shared by multiple organisations.

It is important to understand that a DSP is not just for the occupiers of an operational site¹. It is also for:

- Developers
- Site occupiers
- Site users (owners, managers, staff etc)
- Freight operators/suppliers
- Local residents
- Local authorities.

If you are considering creating a DSP then please let the TfGM Logistics and Environment Team know as they might be interested in writing a case study about how it has benefitted your organisation.

In order for the DSP to be successfully implemented you should consider nominating a DSP coordinator/champion. This should be a senior member of staff who has the knowledge, expertise and authority to implement the changes and measures recommended by the DSP. The coordinator/champion will be charged with:

- Making sure any targets are met
- The baseline data gathering and analysis
- Implementing the DSP

- Conducting any meetings to do with the DSP
- Liaising with other staff members/suppliers/contractors/neighbouring businesses who might be associated with the DSP and its effective implementation.

In addition you might consider involving the following people/departments:

- Contract management and procurement
This department will be involved with the enforcement of the DSP requirements through any contracts held with suppliers and contractors. They can influence how suppliers work together and how they work towards meeting the targets of the DSP. They will have developed a working relationship with suppliers and contractors and so will be able to highlight any problems they have when visiting the site.
- Facilities management
It is important for the facilities management team to be consulted as they are involved in both strategic planning and day-to-day operations, particularly in relation to buildings and premises. They can help with the:
 - Collecting of delivery and servicing data
 - Allotment of storage space
 - Setting up of booking systems and ensure they are used and monitored correctly
 - Locating of legal loading areas and whether they are being utilised effectively
 - Ensuring the laws attached to the legal loading areas are upheld.

- Marketing and communications management
These are the people tasked with communicating the purpose and objectives of the DSP to staff along with how it will be implemented. They will also be instrumental in highlighting how effective the DSP has been in reaching its targets.
- Key suppliers and contractors
It is important to consult with suppliers and contractors because they are the companies making the deliveries and conducting the servicing activities. They will be able to provide invaluable information on how current operations are performing from their perspective and how things could be improved upon. They will also be best positioned to advise how the new requirements can be implemented efficiently with minimum cost and disruption.
- Neighbouring businesses
There may be scope to collaborate with neighbouring businesses that share the same building as you or who operate in the same area. These businesses may have similar delivery and servicing activities and issues as your own. You might be able to work with other building tenants and neighbours in a number of ways including:
 - Procuring the same suppliers
 - Using the same service providers to manage your waste and cleaning contracts
 - Establishing a joint booking in system
 - Ensuring suppliers consolidate deliveries to yourself and your neighbours.



1.3 Benefits of a DSP

Implementing a DSP can help you to understand more about the delivery and servicing activity taking place at your premises and can yield a number of benefits. These benefits have been split into three categories as follows:

Financial (reduces costs)

Environmental (Improves air quality and quality of life for local residents, reduces greenhouse gas emissions)

Operational (improves business efficiency)

Financial

Reducing costs is an important factor in improving the state of a business and can result in higher profits and a stronger enterprise. Where competition is high, cost can often become the main differentiator in the market. Implementing a DSP can help to increase your company's competitive advantage by reducing the costs of your deliveries and servicing activities.

The table below presents the financial benefits that implementing a DSP could have on your own organisation, your suppliers and stakeholders.

Financial benefits	Developer	Occupier	Site user	Freight operator/supplier	Local resident	Local authority
Cost savings from reviewing internal procurement practices and through contract negotiation with suppliers	✓	✓				
Fuel savings realised from faster and fewer deliveries				✓		
Fuel savings realised from the use of low or no emission vehicles				✓	✓	✓
Reduced delivery costs from fewer deliveries	✓	✓		✓		
Reduced parking enforcement costs through the use of legal loading locations				✓	✓	✓



Environmental

Emissions from road vehicles are the most significant cause of high pollutant concentrations in Greater Manchester. This has contributed to the designation of an Air Quality Management Area (AQMA) where national and European air quality objectives are not being achieved; it incorporates all of the major routes in the region. The Greater Manchester Air Quality Action Plan (viewable at <https://www.salford.gov.uk/d/air-pollution-control-report.pdf>) identifies the key priority areas where efforts to improve air quality will be focussed. TfGM aims to achieve this by:

- a. Encouraging operators to avoid areas of poor air quality
- b. Implementing the DSP Toolkit at all GM Councils' sites
- c. Introducing the DSP Toolkit as a planning requirement at all new development sites.

Taking action and implementing a DSP will help your organisation, your suppliers and your stakeholders to improve road safety and reduce the frequency of deliveries, collections and servicing activity, whilst demonstrating a commitment to sustainable environmental improvement. This will complement a reduction in overall levels of harmful pollutants (e.g. nitrous oxide, nitrogen dioxide and PM10s) released into the environment and improve our health and wellbeing. The DSP will achieve the following environmental benefits:



Environmental benefits	Developer	Occupier	Site user	Freight operator/supplier	Local resident	Local authority
Reduced risk of collisions with vulnerable road users		✓	✓	✓	✓	✓
Reduced congestion on local roads		✓	✓	✓	✓	✓
Improved urban environment and quality of life for residents		✓			✓	✓
Improved air quality/lower emissions (including greenhouse gases)	✓	✓		✓	✓	✓
Promotes the use of low or no emission vehicles		✓		✓	✓	✓
Improved waste management including less waste being sent to landfill	✓	✓			✓	✓
Less damage to the highways infrastructure				✓	✓	✓
Reduced noise, vibration and nuisance		✓	✓		✓	✓



Operational

Improving the operational efficiency of your delivery and servicing activity can help to ensure you maintain your quality of service and also achieve your objectives with the minimum amount of time, money, people or any other resources.

The table below presents the operational benefits that implementing a DSP could have on your own organisation and also your suppliers and stakeholders.

Benefits	Developer	Occupier	Site user	Freight operator/ supplier	Local resident	Local authority
More efficient and reliable deliveries and reduced time spent on site by suppliers		✓	✓	✓		
Wider local policy objectives e.g. on sustainability achieved						✓
National Planning Policy Framework requirements achieved	✓					✓
Reduced delivery, servicing and collection frequencies	✓	✓	✓	✓	✓	✓
Improved operational efficiency from reviewing internal procurement practices and cost savings through contract negotiation with suppliers	✓	✓				

Benefits	Developer	Occupier	Site user	Freight operator/ supplier	Local resident	Local authority
Improved site access	✓	✓	✓	✓	✓	
Improved waste management	✓	✓			✓	✓
Promotes compliance with health and safety legislation and improved on-site health and safety	✓	✓				
Promotes use of legal loading locations				✓	✓	✓
On-site staff time savings	✓	✓				
Increased driver/vehicle efficiency				✓		
Improved security	✓	✓		✓		
Identify operators/suppliers who are dedicated to following best practice (e.g. fleet operator accreditation scheme)	✓	✓	✓	✓	✓	✓
Helps organisation to fulfil its Corporate Social Responsibility (CSR) goals	✓	✓		✓		



Stage 2 – Design

Creating an effective DSP

1.4 – Raising awareness of the DSP

It will be important to inform all staff, suppliers and contractors about the DSP. You should communicate:

- What the DSP is
- The importance of the DSP
- Affected delivery and servicing movements and their impacts
- What staff, suppliers and contractors can do to help encourage the use of sustainable servicing and delivery vehicle movements to the site
- The potential benefits of successfully using and implementing the DSP.

An effective method of raising awareness of the DSP could be through the creation of a DSP working group.

1.5 DSP Working group

Creating a DSP working group consisting of all the key stakeholders is an effective way of raising awareness of the DSP, ensuring all the relevant data is collected and setting/communicating objectives, progress and targets.



2.1 – Delivery and servicing survey

The process of designing a DSP should begin with a survey of all the delivery and servicing activity taking place at your site. It is recommended that this process should be conducted daily over the period of a month so that all activity is captured. The information should be collected by the person responsible for dealing with external suppliers/contractors entering your site premises. If they aren't already, make sure every supplier/contractor 'books-in' at a central location within your premises before any loading/collection/servicing activity takes place.

The data collection should include but not be limited to:

- Quantity and size of deliveries/collections
- Frequency of servicing activity (e.g. daily, weekly, monthly, or when a problem occurs)
- Delivery/collection/servicing times
- Product types delivered/collected and type of servicing activity undertaken (e.g. waste collection, cleaning etc)
- Duration of loading/unloading/servicing activities
- Location where delivery/collection/servicing vehicle parked in order to load/unload/conduct servicing activity
- Issues encountered (if any) with parking
- Route taken to site by delivery/collection/servicing vehicle
- Name and origin of supplier/contractor
- Who the delivery/servicing is for (e.g. department, function, individual)
- Urgency of goods/servicing activity
- Mode of transport used (e.g. bicycle, van, HGV etc) and vehicle size
- Service and handling equipment requirements (e.g. wheeled clothes rails, metal cages, tote boxes, pallet trucks).

The delivery and servicing template in the Appendix can be used to help you capture this information.



2.2 – Site/premises assessment

It is important to fully understand how delivery and servicing vehicles access your site and where these vehicles stop to unload or park before conducting any delivery/servicing activities. Having knowledge of this will help to make the delivery process easier for everyone involved as well as improve site safety. It is recommended that the DSP coordinator should watch the loading/unloading activity taking place so that they can get a firm grasp of exactly how this is being done. This information can then be used to create a site risk assessment (help to create this can be found by following the link <http://www.hse.gov.uk/workplacetransport/management/risk.htm>).

Things you should be thinking about when undertaking the site/premises assessment include:

- Size of site and number of buildings
- Can delivery/service vehicles enter your site to carry out their activities or do they have to park at the kerbside?
- How do delivery/servicing vehicles enter/leave your site?
- What route do delivery/servicing vehicles follow when on your site?
- What distance does the driver have to travel from the point of unloading to the point of delivery?
- What are the service and handling equipment requirements (e.g. wheeled clothes rails, metal cages, tote boxes, pallet trucks)?

2.3 – Reviewing your business operations

The next stage of the design phase focuses on gaining an understanding of the factors that contribute to the frequency of deliveries/collections/servicing activity at your site. Questions you should be asking include:

- What factors affect the delivery/collection/servicing frequencies?
- Who is responsible for making the daily orders?
- Who is responsible for awarding contracts and what processes are involved?
- Is there space to provide additional storage?
- Which contracts are open for renegotiation and/or due for renewal?
- Is the route to your site and its actual location communicated effectively to suppliers?
- What costs are attached to high volume billing and invoicing (e.g. how much does it cost to process or pay an invoice)?
- Is there scope for reducing administrative processing time for payment of bills (e.g. can payments be consolidated into one monthly payment each month)?

2.4 – Dealing with data collection issues

You may encounter a number of issues when trying to collect the delivery and servicing data. The table below provides examples of what these might be and how these can be overcome.

Issue	Solution
Staff unwilling to collect necessary information accurately	Educate staff on the benefits of implementing a DSP. If possible dedicate data collection responsibility to a few suitable members of staff making sure they are well trained to ensure data integrity
Lack of resources / time available to collect required information	Early engagement with senior management to get buy in and commitment into the DSP and promote benefits
Departments unwilling to communicate with each other, or divulge required information	Arrange meeting with all key members of management and communicate advantages of implementing a DSP
No central location set up where suppliers / contractors can 'book in'	Set up a central receiving point and make sure this is manned by suitably trained members of staff
Drivers unable to provide details of the items being delivered	Ensure all other fields on the delivery survey are completed. Approach person who delivery is for and ask them what it is. If item is not business related, mark it as 'personal'

Stage 3 – Assess

Data analysis

The analysis of data can begin after all the information on delivery, collection and servicing activity has been collected. You should find trends occurring in the delivery and servicing activities which will allow you to set measurable targets so that deliveries can be better managed and the efficiency of your supply chain can be improved.

3.1 – Identification of key delivery and servicing trends

Specific common trends to look out for include:

- A supplier is visiting the site more than once a day
- A number of different companies are found to be delivering similar products
- A large number of personal items for employees are being delivered
- Servicing activities overlap
- A large number of waste collections occur on a weekly basis
- Most delivery and servicing activity occurs at peak times of the day.

The identification of such trends will be instrumental in helping you to reduce congestion on local roads and lower emissions generated by unnecessary delivery and servicing movements. They could also help to lower delivery costs and the risk of collisions due to having fewer goods vehicle journeys.

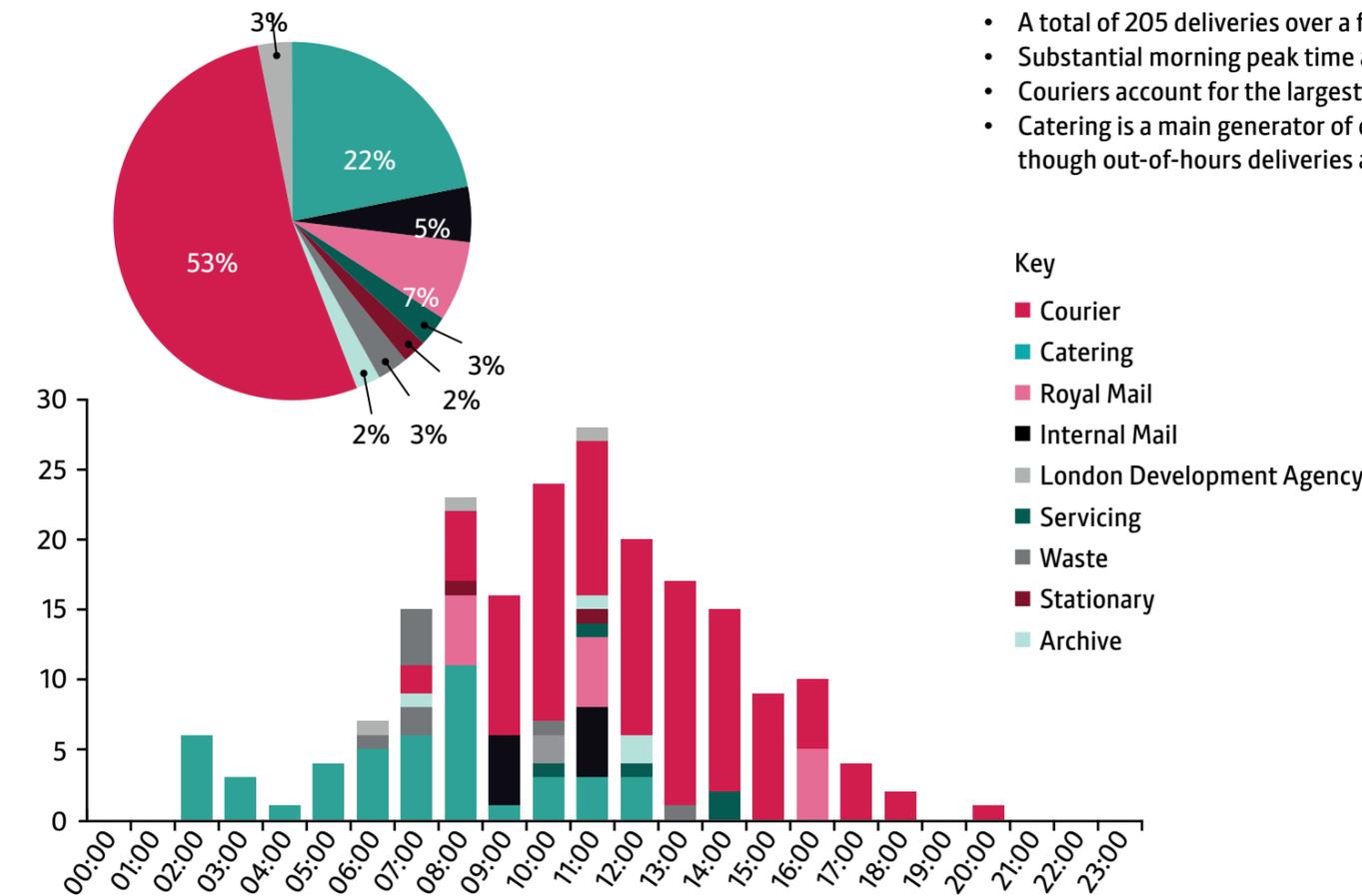
Other things you should determine include the activities that:

- Generate the highest numbers of vehicle movements at peak times of the day
- Occur most frequently
- Can be reduced or eliminated completely
- Represent the least efficient use of financial resources
- Present the highest health and safety risks
- Can be changed whilst incurring the least expense to your organisation
- Create the most disruption to normal business practices and / or the local residents when they take place
- Take the longest time to complete
- Create the greatest security risks.

The following data analysis example (figure 1) has been taken from TfL's Delivery and Servicing Plan toolkit. This was conducted on TfL's premises and shows how the data can be illustrated and analysed.



Figure 1. Delivery survey example:





3.2 – Setting measurable targets

Above all the targets should be kept simple and clearly relate to the key objectives you wish to achieve. They should also be easy to monitor and measure against the baseline data and be realistic and achievable.

You might consider setting them over short, medium and long terms as this will help to focus the organisation and ensure the required changes to current practices are followed through. Seasonal variations affecting delivery and servicing activity such as Christmas etc could also be factored in.

Specific targets will be determined depending on the findings from the initial baseline data gathered. For instance you may be presented with the opportunity to address some of the targets detailed in section 1.3 such as having more efficient and reliable deliveries. In order to accomplish this you may want to create a number of sub-targets to make this target more achievable.

Given a main target of reducing the time spent on site by suppliers by 25% in the next two years examples of suitable sub-targets could include:

Outcomes:

- A 15% reduction in the time spent on site by parcel delivery companies in the next two years
- A 20% reduction in the time spent on site by catering suppliers.

Outputs

- Introduce a booking-in system which provides suppliers with a timed delivery slot
- Ensure suppliers are emailed a map detailing the site location, access / egress points, loading and unloading areas and recommended route to site.



Stage 4 – Implement



4.1 – Documenting the DSP

It is important to create a central DSP document highlighting the objectives of the DSP, specific targets for improvement and an action plan detailing how the targets will be achieved. The template in Section 5.2 will help you to do this.

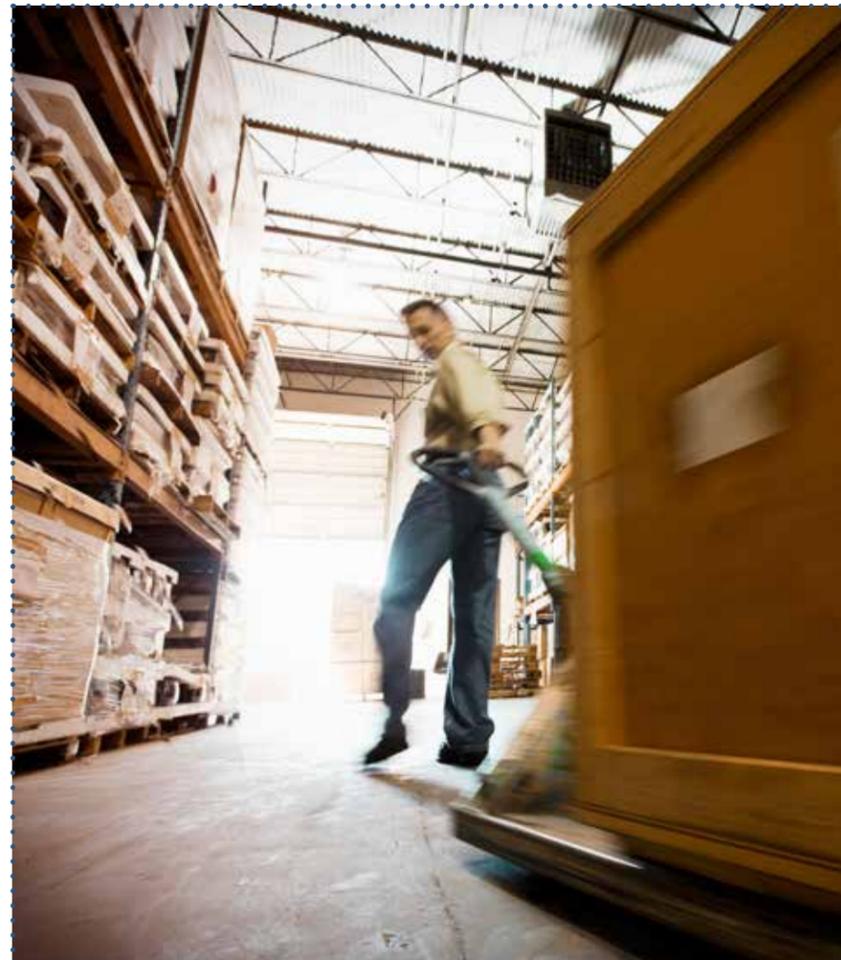
Documenting the DSP may help you to:

- Elicit management support
- Provide evidence to support your environmental credentials
- Provide you with a framework for implementation.

4.2 – Writing an action plan

The key element of any DSP is a clearly defined action plan. This document lists what steps must be taken in order to achieve the specific goals of the DSP. The purpose of an action plan is to clarify what resources are required to reach the goal(s), formulate a timeline for when specific tasks need to be completed and determine what resources are required.

TfGM strongly recommends that if your organisation only manages to produce one document as part of the DSP process then it should be the action plan. It is better that this is produced and used to drive implementation than a long plan which is difficult to understand and put into working practice. The length of the action plan is entirely dependent on the organisation, it can be as long or as short as you like, and directly reflects the number of activities you choose to adopt.



4.3 – Activities you could adopt for your action plan

This section presents a number of example measures that you could adopt in your action plan in order to improve the efficiency of delivery and servicing activity and save money.

The implementation stage has been split into three headings. These are:

- Managing deliveries
- Reviewing your supply chain and improving its efficiency
- Work smarter with your suppliers.

4.4 – Managing deliveries

The table over the page details all of the activities you could introduce in order to better manage your deliveries and all suggests how these activities could be brought into force. It also lists the potential benefits to your organisation and things you might need to consider if you choose to implement each activity.

4.5 – Target monitoring

The DSP will require regular monitoring and review to ensure the targets of the DSP are being met and that any problems encountered are highlighted and put right as soon as possible. It is recommended that target monitoring is done on a regular basis i.e. monthly, six monthly or annually and linked to the target periods set in “3.2 – Setting measurable targets”.

The frequency of this is dependent on the DSP. If any issues are highlighted then necessary improvements can be made by focusing staff efforts on that particular area.

The following questions may need to be asked in order to mitigate any issues found during the target monitoring process:

- Is everyone involved in the DSP implementation stage clear about their tasks?
- Are the targets realistic?
- Are the timescales realistic enough to allow change to occur?
- Are there effective methods of communication in place between key members of the DSP team?
- Is there enough resource in place to ensure the DSP is implemented adequately?
- Are suppliers / contractors cooperating in the DSP implementation?

4.6 – Reviewing DSPs

The DSP review checklist (see appendix) can be used during the review process to make sure nothing has been forgotten and that all of the requirements of the DSP are being met. Please note that the questions in the checklist are not exhaustive questions may be added / deleted as required.

5 – Resources



5.1 – References

Communities and Local Government, Planning Policy Guidance 13 (PPG13), April 2001

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<http://www.rbkc.gov.uk/idoxWAM/doc/Revision%20Content-840062.pdf?extension=.pdf&id=840062&location=VOLUME2&contentType=application/pdf&pageCount=1>
(16/06/15)

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https://ec.europa.eu/energy/intelligent/projects/sites/iee-projects/files/projects/documents/trailblazer_dsp_toolkit_en.pdf
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Fleet Operator Recognition Scheme (FORS)

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Project Centre, Delivery and Servicing Plan incorporating Construction and Logistics Plan, Tower Hamlets, December 2013

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Steer Davies Gleave, King's College London Mulberry Site Planning Application Delivery and Servicing Plan, April 2013

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Transport for London (TfL), Delivery and Servicing Plans, Making Freight Work for You

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(28/05/15)

Transport for London (TfL), Managing Freight Effectively, Delivery and Servicing Plans

(28/05/15)

Case Study – The Co-operative Food



Co-operative Group

A Delivery Service Plan for the Co-operative Group's head office and support centre at One Angel Square in Manchester resulted in the reduction of negative impacts on delivery-related activities to the site.

Summary

As the UK's fifth biggest food retailer with a food store in every UK postal area, the Co-operative Food is the country's leading community food retailer. It has over 2,800 stores across the UK and serves 14.5m customers per week. The organisation conducted a risk assessment and created a detailed map of the delivery location, revised delivery times, reduced the number of road trips, improved its waste management programme and developed the use of legal loading activities at One Angel Square in Manchester.

Key results and achievements

- Reduced the frequency of deliveries from a potential 10 per week to an actual 5 per week
- Produced a detailed risk assessment/map of the site which determines safest/legal route to the store, parking restrictions, maximum vehicle size restrictions, access/egress points, loading time restrictions, checks to be conducted before departure restrictions, checks to be conducted before departure
- Reduced carbon footprint and service charge costs
- Reduced the number of waste collections from store by 100%
- Eliminated all deliveries to store at peak-times.

The challenge

The Co-operative previously delivered to its canteen facilities at One Angel Square however; in April 2014 a new store was launched on site. The challenge now was to service both the canteen and the store at the same time with as few delivery vehicles as possible.

The solution

By consolidating both canteen and store deliveries onto one vehicle, the aggregate cage volumes allowed them to deliver product categories (chilled, frozen, ambient) on the same vehicle.

Benefits

Consolidating these deliveries allowed the frequency of deliveries to be reduced from a potential 10 per week to an actual five per week.

Raising awareness of site location

The challenge

The nature of its convenience business means the Co-operative has many stores in residential areas or near schools. The stores can often be difficult to find, hard to manoeuvre in and out of and require the driver to follow a specific route to minimise the risk of collisions with vulnerable road users.

The solution

The Co-operative conducts a risk assessment on every store before deliveries begin, this assessment determines the safest/legal route to store, parking / loading restrictions, vehicle size restrictions, access/egress points, checks needed before departure and any other parameters needed to finalise the

delivery plan for the store. This information is recorded on a risk assessment database and available for drivers to access to ensure they are fully briefed before they set off to make a delivery.

Benefits

Raising awareness of the sites has helped the Co-operative to direct the delivery vehicle away from high densities of vulnerable road users and ensures deliveries are more efficient and reliable. In addition, it minimises the risk of sending an incorrectly sized vehicle to site at the wrong time and prevents the driver getting lost. It also helps to prevent vehicles parking illegally and incurring Penalty Charge Notices, and improves on-site health and safety.

Conducting deliveries at off-peak times

The challenge

As a general rule when a store is near a residential area, deliveries are not planned before 07:00 or after 19:00-20:00, and if a store is near a school deliveries during the peak times of 08:00-09:00 and 14:30-16:00 (or iterations around those times) are also avoided. There are exceptions, although these are the general rules applied.

The solution

The Co-operative delivers to One Angel Square in the evenings five days a week. They use Paragon planning software to route all deliveries and hold all restrictions data to ensure the rules are consistently applied.

Benefits

Evening deliveries ensure excellent fresh food availability for staff from the time the store opens. Delivering during off-peak times also means the driver has less congestion to deal with which in turn makes the deliveries more efficient and reliable. Evening deliveries also allow the company to spread volume across the full 24hr period and utilise vehicles that would otherwise be parked up at night thus taking deliveries away from the peak delivery times in the morning. This reduces the amount of fleet vehicles required to deliver to their store base.

Developing the use of legal loading locations

The challenge

One Angel Square has a loading bay, but not all stores do. This means sometimes delivery vehicles can struggle to park legally which could result in Penalty Charge Notices being issued.

The solution

The Co-operative works closely with the estate services department who manage the acquisition of new stores and the disposal of old stores. Estate services review potential new store locations and engage relevant key stakeholders (legal, retail, logistics) to establish if the new sites are feasible. This ensures the Co-operative can deliver legally and safely to all stores.

Benefits

The collaboration with estate services allows the Co-operative to request loading bays and other facilities to assist in making a safe delivery early on in the store project stage, avoiding disruption to the store/customers once trading begins.

Case Study – Manchester Metropolitan University



A centralised purchasing system at Manchester Metropolitan University (MMU) Faculty of Science & Engineering has resulted in positive outcomes across the faculty.

Key results and achievements

- Number of items per delivery increased by 36%
- Reduced number of deliveries and transit packaging
- Reduced associated energy use, vehicle emissions and carbon footprint
- Lower delivery charges and some goods have price discounts based on purchase volume
- Less storage space required across the faculty
- Reduced wastage as users only take what they need in the short term.

Summary

Faculty managers were aware that the purchasing, by various teams across the faculty, of commonly required items was not a sustainable practice. By providing the items from centrally managed stock, a number of benefits could accrue: reduced transport by supplier; space saving; cost reduction per unit; less waste packaging.

The number of items per delivery is a good indicator of the impact of the changed practice and the six month review showed a rise to 46.5 items per delivery from 34.1, demonstrating a greatly reduced carbon footprint.



This has helped the University to reduce:

- Deliveries
- Packaging
- Costs
- Storage space required
- Emissions / pollution.

The challenge

The main challenge was reassuring staff that goods they currently sourced and stored themselves would be available when required.

Associated with that were issues around identifying stocking levels and getting agreement on which of several alternative but similar products to stock.

The final challenge was to measure the effectiveness of the changes. Six months into the new scheme, an analysis of items consumed, as well as the costs, indicated that deliveries had been reduced and unit prices lowered.



Benefits

As an example, previously one area of the faculty might order disposable gloves on Monday and another might order the same goods on Wednesday. Both were limited in the quantity they ordered by storage space so re-ordered regularly.

Now Technical Support Services manage a large stock of gloves and distribute these across the Faculty. TSS restock less frequently than the previous six areas but do so in higher volume. This has resulted in less deliveries and transit packaging, reducing the faculty's associated energy use, vehicle emissions and carbon footprint.

Change in purchasing practice

Previously up to six teams could be purchasing independently from one supplier. Now these purchases are accounted for by the one team who maintain the stock held.

The number of items per delivery is a good indicator of the impact of the changed practice and the six month review showed a rise to 46.5 items per delivery from 34.1, demonstrating a greatly reduced carbon footprint.

Case Study – Wilson James



The use of Wilson James' consolidation centre ensured efficiencies during the redevelopment of St Bart's hospital.

Based in Silvertown in the London Borough of Newham, Wilson James' London construction consolidation centre operates its own fleet of vehicles which has achieved the Fleet Operator Recognition Scheme (FORS) Gold Accreditation. The centre has consolidated activities on a number of construction projects.

Summary

St Bart's Hospital underwent a £330 million pound redevelopment in which a 'state of the art', 322 bed hospital was constructed. Located in the City of London, the hospital was built on the footprint of the existing site.

By using Wilson James' consolidation centre to store its bulk construction materials, St Bart's were able to:

- Have materials checked upon arrival at the consolidation centre for quality and condition to ensure any problems were highlighted at an early stage
- Have materials formed into work packs which could be immediately used on site
- Have materials delivered to site on a 'just-in-time' basis.

Challenge

The main challenges of this construction project were that the hospital had to remain in full operation during the course of the build, and there was limited space for works due to the site being based within a congested area of the city. St Bart's is also within the London Air Quality Management area, the low emission and congestion charge zone.

Benefits

By using the consolidation centre, the hospital helped to:

- Reduce the number of journeys made into the city by 76%
- Reduce production of particulate matters within the Air Quality Management Area by ~21kg
- Reduce carbon dioxide exhaust emissions by 155 tonnes CO₂ eq (London consolidation centre journeys to site vs. number of traditional direct to site journeys required)
- Save suppliers over £89,000 in congestion charges.



Heathrow airport 2008 – 2014

Summary

Heathrow airport underwent a £5 billion pound redevelopment which included the construction of the new Terminal 2. Located inside the operating airport, it was built on the footprint of the existing site.

As Heathrow airport's logistics integrator, Wilson James operate the airport's consolidation centre where they store its bulk construction materials for delivery to site as and when required. Using the consolidation centre for the construction of terminal two, the airport was able to:

- Have materials checked upon arrival at the consolidation centre for quality and condition to ensure any problems were highlighted at an early stage
- Enable the call-off of materials which could be formed into work packs and immediately used on site
- Have materials delivered to site on a 'just-in-time' basis
- Have all materials screened prior to arrival within the security restricted area.

Challenge

The main challenges of this construction project were that the airport had to remain in full operation during the course of the build and there was limited project site space within the confines of the airport. The construction site was also within a security restricted area.

Benefits

By using the consolidation centre, the airport was able to:

- Reduce the number of journeys made into the airport by 70%
- Ensure all movements made were under airside security protocols
- Reduce production of associated particulate matters and carbon dioxide exhaust emissions
- Ensure the airport remained operational during the course of the build with limited impact from construction activities.





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Action plan template

The template below can be used to document your action plan.

Objective	Target	Action	Delivered from	Completed by	Responsibility	Resources	Funding source
Linked to early sections of the Delivery and Servicing Plan	To be finalised with business						
Linked to objectives	List a number of actions to help achieve your target	State when you will start working on these actions	State when these actions will be delivered.	Who will lead on this from within your organisation	Indicative costs/resources required	Potential sources of funding / internal funding required	
e.g. Identify deliveries that could be reduced, re-timed or even consolidated, particularly during busy periods	Reduce number of deliveries by 20% based on 2015 baseline delivery and servicing survey	Provide on-site storage facilities so that larger, less frequent deliveries can be made	Sep 2015	Live end of Sep 2015	John Smith, facilities manager	£3000	Internal funding required
		Consolidate deliveries from same supplier from twice a week to once a week	Sep 2015	Live end of Sep 2015	Julie Peters, procurement manager	No cost but staff time required.	None required

Objective	Target	Action	Delivered from	Completed by	Responsibility	Resources	Funding source
		Introduce central delivery, servicing and maintenance booking system for all departments	Oct 2015	Nov15	John Smith, Facilities Manager	£2,000 and staff time / training required	Internal funding required
		Stop staff members personal deliveries to workplace and promote use of drop boxes at a central location such as a railway station	Oct 2015	Nov15	Susan Green, Delivery and Servicing Plan Coordinator	No cost but staff time required.	None required
		Consolidate number of suppliers delivering similar products by setting up centralised ordering system	Nov 2015	Dec 15	Julie Peters, Procurement Manager	£8,000 and staff time / training required	Internal funding required

Managing deliveries table

Activity	Approach	Benefits	Things to consider
Raise awareness of site location	Create a printable map detailing the: <ul style="list-style-type: none"> Location of your site Access / egress points Legal loading and unloading areas / bays Loading time restrictions (if any) Site speed restrictions Recommended route to site 	The map will help: <ul style="list-style-type: none"> Direct traffic away from areas that have high densities of vulnerable road users such as schools Ensure delivery / servicing activity is more efficient and reliable as suppliers will know how to find you Reduce congestion on local roads caused by 'lost' or illegally parked vehicles Reduce the fuel consumption of delivery vehicles as they will travel directly to site Reduce parking enforcement costs incurred by illegally parked vehicles Promote use of legal loading / unloading Improve on-site health and safety due to delivery vehicles having correct delivery information Divert traffic away from key priority areas that have poor air quality 	This map should be: <ul style="list-style-type: none"> Uploaded to your website Distributed to new and existing suppliers and contractors <p>There are map making websites available which you could use such as https://www.zeemaps.com/ or https://www.click2map.com/free_map_creator</p>



Activity	Approach	Benefits	Things to consider
Development of a workplace booking / management strategy	A delivery booking in system could be introduced that will be used to regulate the flow of delivery vehicles to site.	The delivery booking in system will: <ul style="list-style-type: none"> Allocate an individual time slot to each delivery and so reduce congestion Align loading capacity to that of the loading facilities available Help to manage deliveries away from peak times Limit the number of deliveries taking place in any given time period Ensure that any legal loading times / restrictions are complied with Improve the urban environment for local residents Reduce delivery costs and improve security due to having more efficient deliveries Help provide scope at re-tender stage to negotiate on costs due to consolidation of deliveries 	You could: <ul style="list-style-type: none"> Make suppliers aware that all deliveries must be booked in before arrival by contacting the central booking office Take details of the size of delivery and what it consists of. (allocate bigger time slots to bigger deliveries to allow unloading/ storing to take place) Train staff on the correct usage of the booking in system to ensure it is as efficiently as possible

Managing deliveries table continued

Activity	Approach	Benefits	Things to consider
Arrange delivery / servicing activity to take place at off-peak times	The DSP coordinator, procurement team and suppliers should meet and discuss which activities are suitable to be conducted outside of peak, or even normal working hours.	<p>Arranging delivery / servicing activity to take place at off-peak times will help:</p> <ul style="list-style-type: none"> Reduce the risk of collisions with vulnerable road users as 'rush hour' is avoided Ensure delivery / servicing activity is more efficient and reliable as less traffic will be encountered Reduce congestion on local roads Improve air quality / lower emissions by reducing the amount of vehicles stuck in traffic jams Create fuel savings due to faster more efficient deliveries Improve the urban environment for local residents Reduced Penalty Charge Notices (PCNs) due to increased availability of legal loading locations 	<p>Staff may not be available on site to receive out-of-hours deliveries. If they aren't you might consider:</p> <ul style="list-style-type: none"> Having on site security staff to receive goods Setting up a secure location where items could be delivered to Working with your suppliers to jointly implement out-of-hours deliveries Implement the booking in system alongside side this activity to better manage deliveries away from peak delivery times Working with neighbouring properties who might receive out-of-hours deliveries on your behalf <p>Consultation with local residents / councilors is advised before this activity is implemented particularly where night time deliveries are concerned.</p>



Activity	Approach	Benefits	Things to consider
Decrease the time suppliers / contractors spend on site	Introducing a booking in system, providing a site map and promoting off-peak deliveries will all help to decrease the time suppliers / contractors spend on site	<p>Decreasing the amount of time suppliers spend on site will help to:</p> <ul style="list-style-type: none"> Reduce on-site congestion Minimise the on-site health and safety risks these vehicles present Reduce the amount of time your staff have to spend dealing with deliveries Reduce the impact on other subsequent deliveries 	<p>You could:</p> <ul style="list-style-type: none"> Inform suppliers of your intention to reduce the time they spend on-site detailing how you are going to achieve this Train your staff on the new working procedures



Reviewing the supply chain and improving efficiency

The table below details all of the activities you could introduce with regards to reviewing your supply chain and improving its efficiency. It also lists the potential benefits to your organisation and things you might need to consider if you choose to implement each activity.

Activity	Approach	Benefits	Things to consider
Road trip reduction	Reducing the number of deliveries, collections and servicing activities could be achieved by: <ul style="list-style-type: none"> Consolidating deliveries from the same supplier from twice a week to once a week (where possible) Introducing a central delivery, servicing and maintenance booking system for all departments Stopping staff members personal deliveries to the workplace and promote the use of drop boxes at a central location such as a railway station 	Having fewer delivery and servicing trips will help to: <ul style="list-style-type: none"> Cut congestion on local roads Improve air quality and reduce emissions Improve on-site safety Reduce the risk of collisions with vulnerable road users Reduce the amount of time your staff have to spend dealing with deliveries Reduce fuel usage Reduce noise, vibration and nuisance Improve vehicle utilisation 	Examples of deliveries / collections you could reduce might be: <ul style="list-style-type: none"> Catering supplies Staff members personal deliveries Stationery supplies Waste <p>You might also consider:</p> <p>Training staff on the new timescales for deliveries / collections and servicing activities to ensure these changes are managed as efficiently as possible.</p>

Activity	Approach	Benefits	Things to consider
Road trip reduction. Continued.	<ul style="list-style-type: none"> Consolidating the number of suppliers who deliver similar products by setting up a centralised ordering system Providing on-site or local off-site storage facilities so that larger, less frequent deliveries can be made 		Signing up to a drop box service provider can have its benefits such as the provision of a delivery discount to the organisation.
Set up a centralised ordering system	A centralised ordering system allows all of the departments of a company to make purchases through a common purchasing system.	The centralised ordering system will help to: <ul style="list-style-type: none"> Streamline, track and manage your inventory more efficiently Prevent different suppliers being used for the same products Consolidate orders and so reduce the number of deliveries / collections Prevent orders being duplicated Reduce the amount of time your staff have to processing orders and invoices Reduce waste and emissions Reduce staff costs and costs saved through economies of scale Provide a single point of contact to resolve issues 	Staff members should be trained to ensure the migration to the new system takes place as smoothly as possible. They should also be educated on buying varied types of items which they might not be used to. <p>There are a large number of centralised ordering systems available and your choice doesn't have to be an expensive one. For instance you could appoint a staff member to control and monitor the ordering of goods.</p>



Reviewing the supply chain and improving efficiency continued

Activity	Approach	Benefits	Things to consider
Utilise the procurement process	The procurement process can be an effective tool in ensuring the targets of the DSP are met. The organisation can use its buying power to elicit change from its suppliers by inserting certain conditions into contracts.	Utilising the procurement process can help to encourage suppliers to: <ul style="list-style-type: none"> • Sign up to a best practice scheme • Improve the safety of their vehicles by adding additional safety equipment (e.g. cameras, sensors etc) • Use cleaner more fuel efficient vehicles (newer euro engines, electric vehicles, cycle logistics etc) • Prove they are actively trying to reduce their impact on the environment 	It may be possible to influence how suppliers work together and how they work towards meeting the targets of the DSP. Developing a good working relationship with suppliers and contractors can be beneficial to all parties involved and can also help to highlight any problems occurring during site visits. Your contract and procurement team may be best positioned to do this.

Activity	Approach	Benefits	Things to consider
Establish joint procurement partnerships	Create joint procurement partnerships with other organisations as this will allow orders to be consolidated at the supplier resulting in larger less frequent deliveries being made.	Establishing joint procurement partnerships will help to: <ul style="list-style-type: none"> • Reduce delivery and fuel costs • Ensure delivery / servicing activity is more efficient and reliable • Improve air quality and lower emissions • Reduce congestion on local roads • Reduce parking enforcement costs incurred by illegally parked vehicles • Reduce the risk of collisions with vulnerable road users • Encourage suppliers to develop new products or invest in new technologies that are less environmentally harmful 	The procurement team would be best placed to deliver this DSP target. More information on joint procurement can be found by following the link: http://ec.europa.eu/environment/gpp/pdf/toolkit/module1_factsheet_joint_procurement.pdf



Reviewing the supply chain and improving efficiency continued

Activity	Approach	Benefits	Things to consider
Reduce or consolidate the number of suppliers	You can reduce or consolidate the number of suppliers by reviewing and simplifying your supplier base.	<p>This can help to:</p> <ul style="list-style-type: none"> Identify where different suppliers are supplying similar goods Reduce the number of deliveries by increasing order sizes with fewer suppliers Reduce the time spent on site by suppliers Reduce ordering and invoicing costs Reduce the amount of time your staff have to spend dealing with deliveries 	<p>You might consider:</p> <ul style="list-style-type: none"> Communicating the arrangements to staff to ensure a smooth transition <p>The procurement team will be best placed to undertake this task.</p>

Activity	Approach	Benefits	Things to consider
Increase the use of local suppliers	<p>You can increase the use of local suppliers by finding out which relevant suppliers are in your area. This can be done by using the internet, telephone directories or by accessing the North West's Local Authority Procurement Portal.</p> <p>Where local supply does not exist you might consider:</p> <ul style="list-style-type: none"> Undertaking initiatives for local market development Working with local suppliers in developing their business / products / services Organising local 'meet the buyer' events and inviting other public / private sector representatives to participate Working with the Chamber of Commerce, Federation of Small Businesses etc 	<p>Increasing the use of local suppliers can help to:</p> <ul style="list-style-type: none"> Reduce delivery and fuel costs Ensure delivery / servicing activity is more efficient and reliable Reduce the total distance travelled by the delivery / servicing vehicles Stimulate local economy Improve air quality and lower emissions Fulfill your organisations Corporate Social Responsibility goals Ensure effective supplier management / development is more easily achieved Gain a better understanding of local tastes and ensure these tastes are catered for 	<p>Useful links to find local suppliers include:</p> <p>North West's Local Authority Procurement Portal: https://www.the-chest.org.uk/cms/CMS.nsf/vHomePage/fSection?OpenDocument</p> <p>Yellow Pages: http://www.yell.com/</p> <p>The phone book: http://www.thephonebook.bt.com/</p>



Reviewing the supply chain and improving efficiency continued

Activity	Approach	Benefits	Things to consider
Review the way courier / parcel deliveries and collections are handled	It is recommended that you encourage staff to stop requesting special delivery times (e.g. before 9am) unless it is absolutely necessary.	Reviewing the way courier / parcel deliveries and collections are handled can help to: <ul style="list-style-type: none"> • Consolidate deliveries into one or two deliveries per day (depending on the size of site) • Allow deliveries and collections to take place at the same time thus reducing the total number of trips 	You might consider: <ul style="list-style-type: none"> • Communicating the changes about requesting special delivery times to all staff • Requesting all orders have open delivery times • Having a central point (such as a post room or reception) where all parcel deliveries / collections take place

Activity	Approach	Benefits	Things to consider
Use a consolidation centre	<p>A Consolidation Centre is specifically located and geared to service the needs of an urban area with tight logistical constraints. It operates like a regional distribution centre, in that:</p> <ul style="list-style-type: none"> • One location receives multiple deliveries from suppliers • Different goods for the same delivery location are grouped together at the centre • A single delivery vehicle delivers the consolidated goods to the recipient <p>The use of a consolidation centre can help reduce the number of delivery vehicles visiting site and improve operational efficiency.</p>	<p>Using a consolidation centre can help to:</p> <ul style="list-style-type: none"> • Reduce the risk of collisions with vulnerable road users • Reduce congestion on local roads • Reduce delivery and fuel costs • Minimise downtime of staff as staff have the products they need when they need it • Ensure deliveries are more efficient and reliable • Ensure wider local policy objectives e.g. on sustainability are achieved • Allow deliveries to be made on Just In Time (JIT) basis minimising storage requirements on site • Improve vehicle utilisation • Improve air quality and lower emissions • Improve waste management as journeys from site can be used for waste removal • Reduce noise, vibration and nuisance • Improved security as screening of activities is conducted off-site 	<p>If using a consolidation centre is an activity you wish to explore in greater detail then TFGM may be able to assist you with setting one up. More information can be provided by contacting the Logistics and Environment Team.</p> <p>Consolidation Centre's may not be suitable for all operations and there are a number of disadvantages to think about such as the:</p> <ul style="list-style-type: none"> • Capital cost of the consolidation centre • Centre operating costs • Additional handling stage in the supply chain



Reviewing the supply chain and improving efficiency continued

Activity	Approach	Benefits	Things to consider
Review the waste handling activities	<p>Reviewing your waste handling activities can include:</p> <ul style="list-style-type: none"> • Conducting a site audit and risk assessment of all waste handling facilities / locations • Reviewing internal procurement practices • Assessing if different waste streams can be consolidated onto one collection vehicle (e.g. collect food waste and recyclable waste at the same time) • Determining if waste collections can take place out-of-hours • Identifying if you can backload suppliers with waste from previous deliveries • Assessing if having waste handling equipment on site (e.g. compactors) can help speed up the process and reduce the number of collections required 	<p>Reviewing the waste handling activities will help to:</p> <ul style="list-style-type: none"> • Reduce congestion on local roads • Minimise the number of waste collections • Improve operational efficiency • Save costs through contract negotiation with suppliers • Improve air quality and lower emissions • Reduce noise, vibration and nuisance • Reduce the amount of waste disposed of at landfill • Increase the amount of waste that is recycled • Improve housekeeping on site • Reduce the amount of time suppliers spend on site • Minimise the distance staff have to travel to dispose of waste 	<p>Contact other businesses in your building / neighbourhood and ask them which waste contractors they are currently using. There may be the opportunity to procure the same service providers which could cut costs and reduce the number of trips.</p>

Activity	Approach	Benefits	Things to consider
Better manage servicing and maintenance activities	<p>You should consider how and when routine servicing and maintenance is done at site.</p> <p>It may be possible to:</p> <ul style="list-style-type: none"> • Have maintenance work requested by different departments / building tenants / neighbouring businesses carried out on the same day • Have these activities undertaken by local suppliers • Have these activities done out-of-hours 	<p>Better managing servicing and maintenance activities will help to:</p> <ul style="list-style-type: none"> • Reduce the number of servicing vehicles visiting site • Reduce congestion on local roads • Improve air quality and lower emissions • Encourage best practice amongst suppliers • Stimulate local economy (if using local suppliers) • Reduce the distance travelled by the delivery vehicles (local suppliers) 	<p>Security may be able to assist by letting engineers into the building and overseeing the work being carried out.</p>



Reviewing the supply chain and improving efficiency continued

Activity	Approach	Benefits	Things to consider
Work with other building tenants and neighbours	<p>You may share your building with other businesses. These businesses will generally have the same delivery and servicing activities and issues surrounding these as your own.</p> <p>You might be able to work with other building tenants and neighbours by:</p> <ul style="list-style-type: none"> • Procuring the same suppliers as your neighbours or other tenants in your building • Establishing a joint booking in system • Ensuring suppliers consolidate deliveries to yourself and your neighbours 	<p>Approaching your neighbours or the other tenants in your building could help to reduce:</p> <ul style="list-style-type: none"> • Costs on servicing, waste and cleaning contracts etc • The number of delivery vehicles visiting site • Congestion on local roads • Congestion issues with jointly shared loading bays • The number of suppliers visiting the building / area • The number of postal / parcel deliveries collections • Reduce the time spent on site by suppliers • Improve air quality and reduce emissions • Reduce fuel usage 	<p>It might be beneficial to review arrangements with building tenants and neighbours on a twice yearly basis to discuss any issues with contracts or new developments such as new neighbours that could be included.</p>
Implement an area wide DSP	<p>Area wide DSPs could be utilised by industrial estates and retail parks etc. The concept of an area wide DSP is still the same as an individual DSP except they are applied on a grander scale.</p>	<p>Implementing an area wide DSP will have similar benefits to that of working with other tenants and neighbours.</p>	<p>It might be beneficial to review arrangements with members of the area wide DSP on a twice yearly basis to discuss any issues with contracts or new developments such as new neighbours that could be included.</p>

Work smarter with your suppliers

The table below details all of the activities you could undertake with regards to working with your suppliers and neighbours

Activity	Approach	Benefits	Things to consider
Promote the use of sustainable modes of transport	<p>Your procurement department could negotiate with suppliers to see if it is possible to use more sustainable modes of transport such as electric cars / vans, bicycles for smaller items.</p>	<p>Promoting the use of sustainable transport would help to:</p> <ul style="list-style-type: none"> • Improve air quality and reduce emissions • Reduce fuel usage • Reduce congestion on local roads • Meet your organisation's environmental policy and reduce your carbon footprint • Help your organisation to fulfill its CSR goals 	<p>There are plans to have more than 200 fast charging bays in Greater Manchester. These will be located in fleet depots, on-street parking bays and private and public car parks. Active charging bays can be viewed by visiting http://ev.tfgm.com/charging.html</p>



Work smarter with your suppliers continued

Activity	Approach	Benefits	Things to consider
Develop the use of legal loading locations	Ensure that suppliers and contractors are aware of where they can and can't park legally when delivering, collecting or conducting servicing activities at your site. Parking illegally can result in Penalty Charge Notices (PCNs) being issued which can in some circumstances, be passed onto your company to pay.	Developing the use of legal loading locations can help to: <ul style="list-style-type: none"> • Reduce congestion on local roads • Improve the urban environment and quality of life for residents • Improve site access • Promote compliance with health and safety legislation and improve on-site health and safety • Reduce parking enforcement costs 	Developing the use of legal loading locations could be introduced alongside those highlighted in Section 4.1 above (e.g. provide a map, install a booking in system, encourage off-peak deliveries etc). More information on legal loading and unloading can be found by following the link: http://www.manchester.gov.uk/info/471/parking_in_public_areas/328/restrictions/4

Activity	Approach	Benefits	Things to consider
Encourage best practice amongst suppliers / contractors	Operators who are signed up to a best practice scheme are already actively trying to reduce fuel usage, comply with legal loading requirements and increase the safety of their vehicles, operations and drivers. They are more likely to be receptive to the new delivery and servicing arrangements your organisation might suggest and help meet the targets of your DSP.	Encouraging best practice amongst suppliers / contractors will help give you peace of mind that the organisation you contact with takes safety and compliance seriously. Benefits include: <ul style="list-style-type: none"> • Reduced risk of collisions with vulnerable road users • Reduced congestion on local roads • Reduced delivery and fuel costs • Improved urban environment and quality of life for residents • Improved air quality and emissions • Improved compliance with health and safety legislation and improved on-site health and safety • Increased driver / vehicle efficiency • Reduced parking and enforcement costs 	

DSP review checklist

Category	Issue	Comments
The Delivery and Servicing Plan (DSP)	Has a DSP Coordinator / Champion been nominated?	
	Was there a prior Construction Logistics Plan (CLP) for the location? Has this been consulted?	
	Is the level of DSP suitable for the location it covers?	
	Is waste and recycling considered as well as deliveries and servicing?	
	Are any planning or Environmental Health conditions being met?	
Reducing delivery, collection and servicing frequencies	Is there an opportunity for the organisation to establish a centralised procurement system?	
	Is there an opportunity for combined procurement	
	Is the organisation able to reduce / consolidate suppliers?	
Reducing delivery, collection and servicing frequencies. Continued	Are general deliveries made?	
	Is a 'consolidation' operation part of the delivery process?	



Category	Issue	Comments
	Are goods received through a mixture of general / consolidated deliveries?	
	Are out-of-hours deliveries able to be made?	
Identify and promote where safe and legal loading can take place	Is the delivery location on-street?	
	Is the delivery location off-street?	
	Is the delivery location for exclusive use or is it a combined delivery facility?	
	Is there a map of the delivery location(s)? Is this sent to suppliers / contractors?	
	Is a delivery booking system in place?	
	Does the DSP promote the use of more sustainable delivery methods e.g. cycles, electric vehicles etc?	
Using freight operators who can demonstrate their commitment to best practice	Are freight operators required to be members of the Fleet Operator Recognition Scheme (FORS)	
	Are freight operators required to be members of ECO Stars (Efficient and Cleaner Operations)	
Health and Safety	Will implementing the DSP lead to reduced noise:	
	During travel to site? / During deliveries?	



DSP review checklist continued

Category	Issue	Comments
	Will implementing the DSP reduce pollution and improve air quality?	
	Is the safety of vulnerable road users considered (pedestrians, cyclists, motor-cyclists, horse riders)?	
	Is the identified delivery location considered safe?	
Ongoing activity	Does the DSP have an action plan which is updated continually throughout the lifetime of the DSP?	
	How is the DSP to be monitored?	
	Have formal reviews been set for any Planning or Environmental Health conditions?	
Municipality requirements	Does the DSP document meet planning conditions that have been set?	
	Does the DSP document address Highways and Transportation, including Sustainable Travel and Road Safety issues?	
	Does the DSP document meet any other Municipality statutory or discretionary requirements?	

DSP template

It is important to create a central DSP document highlighting the objectives of the DSP. This document should also include a copy of the Action Plan which highlights the specific targets for improvement and how these targets will be achieved. The following DSP template could be adopted when you come to document your own DSP. You might also consider using this template as a policy document for your staff.

1. Introduction		
Section	Sub-section	Details
1.1. Establishing the need for a DSP	1.1.1 Why are you creating a DSP?	E.g. A delivery and servicing plan must be submitted to, and approved in writing by, the Local Planning Authority prior to the development hereby approved commencing (save for demolition works).
1.2. Details of site DSP will cover	1.2.1 Size of site	
	1.2.2 Number of buildings	
	1.2.3 Map of site	
	1.2.4 Details of surrounding road network including parking restrictions (where applicable)	

DSP template

1. Introduction continued		
1.3. Overview of DSP	1.3.1 What will the DSP be used for?	E.g. To set out a number of measures designed to encourage the efficient and sustainable movement of deliveries and servicing activities
	1.3.2 Why has the DSP been produced?	E.g. To increase building operational efficiency by reducing delivery and servicing impacts to premises, specifically CO2 emissions, congestion and collisions. To reduce delivery trips (particularly during peak periods) and increase availability and use of safe and legal loading facilities.
	1.3.3 What will the DSP comprise of?	E.g. A plan to reduce the frequency and number of delivery and servicing activities at peak times A plan Identifying when and where safe and legal loading can take place Details of any changes to contractual conditions such as requiring suppliers and servicing companies to: I. Reduce the number of trips conducted II. Use legal loading facilities III. Be dedicated to following best practice such as a freight operator accreditation scheme.



2. Delivery and Servicing Plan Objectives and Management Measures		
Insert completed Action Plan here		
3. Enforcement, Monitoring and Review of DSP		
3.1 Enforcement	3.1.1 How will the DSP be enforced and who will be responsible for this?	E.g. Through contract compliance or as a requirement of planning applications. This will be enforced by the Delivery and Servicing Plan Coordinator
3.2 Monitoring	3.2.1 How will the DSP be monitored and who will be responsible for this?	Information should include: <ul style="list-style-type: none"> The method used to undertake this process Those responsible for conducting this exercise The frequency that monitoring will take place How the monitoring reports will be prepared Who will be receiving the monitoring reports
3.3 Review	3.3.1 How will the DSP be reviewed and who will be responsible for this?	Information should include: <ul style="list-style-type: none"> How the results of the DSP will be reviewed Who will conduct the review The frequency that reviews will take place How new management measures, addressing any issues found, will be implemented



If you need further assistance and support to implement a Delivery and Service Plan at your business contact:
Eddie.Braddock@tfgm.com or **Helen.Smith@tfgm.com**

For further information on how Transport for Greater Manchester's free Business Travel Network can help
your business access a range of exclusive initiatives, incentives and practical support to encourage sustainable
commuting and business travel, visit **<http://tfgm.com/businesstravel>** or email **Business.Travel@tfgm.com**

