City of London Delivery and Servicing Guidance - DRAFT

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Contents

1. Introduction

1.1. This guidance note has been produced to provide information and advice to organisations within the City of London wishing to more effectively manage deliveries and servicing of their premises through a Delivery and Servicing Plan (DSP), and developers producing a DSP in support of a planning application.

1.2. The note provides information on how to develop a new, or revise an existing DSP that may be out of date. It outlines the benefits of managing deliveries and servicing through a DSP, and includes details of current best practice, and links to other relevant guidance.

1.3. This guidance focusses on increasing the efficiency of delivery and servicing of properties in the City of London. The document should be read in conjunction with the Standard Highway and Servicing Requirements for Developments in the City of London[1] which provides general guidance on the Highways requirements for servicing of properties in the City of London.

1.4. The City of London Corporation is in the process of developing a formal Supplementary Planning Document (SPD) to deal with more general freight and servicing issues through the Planning process. This SPD will be subject to public consultation in autumn 2017, with formal adoption likely to be in early 2018. In advance of the publication of the SPD, this note is intended to provide guidance on delivering DSPs for new developments, and for other organisations wishing to improve the efficiency of their delivery and servicing activities.

2. What is a Delivery and Servicing Plan?

2.1. A Delivery and Servicing Plan (DSP) is a document setting out how freight and servicing vehicle movements to and from a site will be managed. The DSP will cover all aspects of freight and servicing operations, from promoting efficiency in the procurement process to minimising duplication of supplier trips including consolidation where possible, to the safe and practical access for vehicles serving the site.

2.2. Efficient delivery and servicing operations are of increasing importance to City businesses and to the City Corporation - see 'Why do I need a DSP?' below. Efficiencies are built upon the '4 R's' of:

Reduce – taking steps to minimise the number of delivery and servicing trips to a site, this may include consolidation of deliveries through procurement or use of a consolidation centre.
Re-time – ensuring deliveries take place outside peak hours (i.e. avoiding deliveries between 7am - 7pm Monday to Friday, with a particular focus on delivering later in the evening or at weekends where possible).
Revise Mode – moving away from using petrol or diesel vehicles for deliveries, considering foot, cycle or zero emission delivery vehicles, and requiring a high level of vehicle and driver safety.

[1] https://www.cityoflondon.gov.uk/services/environment-and-planning/planning/heritage-and-design/Documents/Standard-Highway-and-Servicing-requirements-advice-note.pdf

Re-route – taking steps to route deliveries more efficiently and reduce road danger.

2.3. By applying these principles to delivery and servicing trips, efficiencies can be maximised to the benefit of the individual site, and the City as a whole.

2.4. A good DSP will be a practical document, which provides the site occupier with information on what is required to effectively manage delivery and servicing trips.

2.5. A good DSP will therefore include;

- Practical information on the site, how delivery and servicing vehicles can safely access the building, space and facilities for loading and unloading, and any special requirements for deliveries and servicing – in line with the City of London's Highway and Servicing Requirements.
- Existing or forecast numbers of delivery and servicing movements from a survey or transport assessment.
- An overarching aim and SMART (Specific, Measurable, Achievable, Realistic, Time-bound) objectives to minimise the impact of vehicle movements on the transport network using the 'four R's', with a focus on reducing freight trips through consolidation and re-timing deliveries away from 7am – 7pm on weekdays.
- Actions that will ensure the achievement of the objectives.
- A plan for on-going monitoring and review of the DSP as required.
- Advice on how to minimise road danger through the journey to and from the site

3. Why do I need a DSP?

3.1. A strong DSP can benefit the City as a whole, as well as the individual organisation. The City of London Local Plan (see appendix A) currently requires a DSP to be produced for all major developments over 1,000 sqm, or where the development is likely to cause significant impacts on the network. Smaller developments which do not currently have a formal requirement can also voluntarily adopt a DSP to help manage deliveries to the site. Many of the benefits to the individual organisation will still apply, and although the overall impact for the City as a whole may be smaller, there are likely to be significant local benefits.

Benefits for the City

3.1.1. London as a whole is experiencing an unprecedented increase in economic activity and population, driven in no small part by the success of the City as the world's leading financial and business centre. Growth in employment and development in the Square Mile means higher volumes of goods and services and the associated vehicle trips they generate. DSPs have an important role to play in managing and reducing these vehicle movements.

3.2. Air Quality

3.2.1. The City of London, as a densely populated area, was designated an Air Quality Management Area (AQMA) for two pollutants – Nitrogen Dioxide and small particles (PM10) – in 2001. Despite several actions taken by the City and London-wide authorities, this AQMA designation is still in place. Exposure to these pollutants is considered to be a significant cause of ill health and premature death in London. Research by King's College London estimated that air pollution was responsible for up

to 141,000 life years lost or the equivalent of up to 9,400 deaths in London in 2010, as well as over 3,400 hospital admissions. The total economic cost associated with this was estimated at £3.7 billion. Poor air quality in the City is now considered to be a corporate risk.

3.2.2. The main source of air pollution in the City is road transport, with diesel vehicles making a particular contribution. As a majority of freight and servicing vehicles are diesel powered, with few low-emission alternatives available at the moment, policies to reduce the number of these vehicles using City streets are a priority.

3.2.3. The Mayor of London is due to introduce an 'Ultra Low Emission Zone' covering all of central London in September 2020. This zone will require most vehicles, including goods vehicles, driving into the City to meet strict emissions criteria. More information on these requirements is available on the TfL website.

3.2.4. The City Corporation, with funding from the Mayor of London is introducing a 'Low Emission Neighbourhood' in the Barbican area. This project plans to introduce a range of innovative proposals, including trialling a micro-consolidation centre, and restricting vehicle access to the most polluted streets. The Low Emission Neighbourhood is intended to act as a demonstrator area, with the most successful projects being rolled out Citywide. Further information on how the City Corporation is addressing Air Quality can be found in the City's Air Quality Strategy[2].

3.3. Traffic

3.3.1. The total number of vehicles in the City has declined in recent years, particularly with the introduction of the Congestion Charge. Despite this, journey time delay for general traffic has increased, due in part to the reallocation of road space away from motor vehicles in order to accommodate pedestrian and cycle infrastructure. Goods vehicles currently comprise approximately 21% of all traffic on City streets during the working day, and a slightly higher proportion (22%) in the morning peak[3]. The vast majority of freight traffic is light goods vehicles serving premises in the City. An increase in the proportion of light goods vehicles in recent years has partly been driven by the increase in personal deliveries to workplaces from online retailers. A reduction in the number of goods vehicles, especially at peak times, would have a positive impact on traffic congestion and journey times in the City. Businesses might therefore consider prohibiting staff receiving personal deliveries at the office and instead support subscription to one of the recognised 'drop off and collect' services across the City. In addition businesses might consider moving all deliveries outside of the working day (7am-7pm) thereby reducing congestion on City streets and thereby possibly increasing servicing and delivery efficiency.

3.4. Road Danger

3.4.1. The City Corporation has a duty to promote road safety, and it is known that goods vehicles are disproportionately involved in collisions. Between 2011 and 2015, goods vehicles were involved in 25% of collisions that resulted in serious injury. A reduction in the numbers of goods vehicles on City streets would therefore have a positive impact through the reduction of road danger. The promotion of the Fleet Operators

[2] https://www.cityoflondon.gov.uk/business/environmental-health/environmental-protection/air-quality/Documents/city-of-london-air-quality-strategy-2015.pdf
[3] Traffic Composition Survey, 2014

Recognition Scheme (FORS) and Construction Logistics and Cyclist Safety (CLOCS) standards encourage a high standard of fleet management and vehicle and driver safety, and can play a significant part in the reduction of road danger from goods vehicles.

3.5. Noise Reduction

3.5.1. The noise of delivery and servicing of premises in a city environment is to some extent inevitable, but the City Corporation has produced a Noise Strategy[4] to minimise the impact of unwanted noise on the City's resident and working population. More active management of deliveries can help reduce unwanted noise in sensitive areas. While re-timing deliveries to off-peak hours may be an action of some DSPs, awareness of local restrictions, and the development of quiet delivery agreements can minimise the noise impact of the changes. TfL has produced a sample code of practice for quiet deliveries, which may provide a helpful template. A link is provided in appendix D.

3.6. The City Corporation is committed to promoting the City as a world class place to live, work and do business, so addressing these issues through changes in the way delivery and servicing operates is a priority. Details of the planning policies related to Delivery and Servicing, including links to the relevant documents can be found in appendix A.

Benefits for your organisation

3.7. Producing a DSP can benefit your organisation as well as helping the City run more efficiently, healthily and safely.

3.8. The exact benefits to the individual organisation will depend on the measures introduced as part of the DSP, but typical benefits can include;

- Financial savings by reducing or consolidating deliveries
- More reliable deliveries through scheduling booking slots
- Freed up staff time from delivery receipts for more productive tasks
- Improved safety for staff with fewer vehicle movements at peak times
- Work towards Corporate Social Responsibility goals
- Meeting forthcoming Ultra Low Emission Zone vehicle requirements.

3.9. The City Corporation is working with several organisations to produce some case studies showing the potential benefits of introducing strong DSPs. These will be placed on the website once available.

4. Producing a DSP

4.1. Introducing a DSP does not need to be a complex process. The core steps required are outlined in the following sections, with advice on how to complete each section. A good deal of information is available from various other organisations. Links to these additional guidance documents are provided in Appendix D.

Check for an existing DSP

[4] https://www.cityoflondon.gov.uk/business/environmental-health/environmental-protection/Pages/Noise-strategy-and-policy.aspx

4.2. DSPs have been required as conditions of planning applications for several years, so the first step in producing a DSP should be to check for an existing document.

4.3. A planning condition requiring a DSP would form part of the decision notice granting planning permission for the premises. Contact your building manager or facilities department in the first instance to see if the DSP is available.

Data Gathering

4.4. If you have no existing DSP to work on, or if the DSP is out of date, these steps will help you produce a new or refreshed DSP document.

4.5. Establishing a baseline of information on which to build your DSP is vital, and should be the next step. The baseline information will consist of;

Site Audit – A simple assessment of what the site consists of, and how deliveries and servicing currently takes place. This should include notes of servicing bay access and capacity, ease of access from the vehicle to the point of delivery, the number of entrances etc.

Assessment of existing deliveries – A comprehensive assessment of deliveries and collections taking place already, what is being delivered and who is buying or sending the goods.

4.6. Collecting the data on existing deliveries should be straightforward – most organisations will already have some sort of log for deliveries and visitors so much of the information may already be collected. It is important to log;

- Date and time of the delivery/collection
- Classification of the delivery/collection/visit (i.e. what is being delivered/collected/serviced)
- The urgency of the delivery/collection (i.e. routine/urgent/emergency)
- Loading/unloading practices – has the vehicle parked on street, or used a servicing bay?
- Internal Department or team generating the trip (i.e. who is receiving inbound goods, or sending outbound goods)
- Ultimate origin/destination of goods
- Delivery/Collection/Servicing company and name of courier if applicable
- Vehicle Type or mode of transport (e.g. Heavy Goods Vehicle/Small Van/Cycle Courier etc.)

4.7. It may be helpful to collect additional data. For example if problems are caused by delivery vehicles waiting in a particular street, it may be helpful to establish where each delivery vehicle has parked, so that actions can be targeted at the problem deliveries.

4.8. Running your delivery and collection survey over two weeks will help pick up less frequent deliveries as well as working out the true frequency of more regular visits.

Checklist for gathering data on deliveries

- ✓ Ensure you get information from all points that send or receive deliveries – all reception desks and delivery bays should be covered to ensure comprehensive data collection.

- ✓ Maintenance and servicing visits should also be included, even if nothing is delivered or collected. Also include waste and recycling collections.
- ✓ The data shouldn't be difficult or time-consuming to collect. Using a simple register like the example in appendix B will help ensure that consistent data is collected.
- ✓ Ensure that data is collected at all times of day – it is important to note deliveries that already take place out of normal office hours.

Analysis

4.9. Once data on deliveries in and out have been collected, it can be used to understand the main generators of delivery and servicing trips to and from the building and review the processes that produce these patterns.

4.10. The aim of the analysis is to identify the vehicle movements causing the biggest impact, and where efficiencies might be made. Plotting a chart of delivery and servicing types over a typical 24 hour period can help easily identify the largest contributors to traffic, and those arriving at peak times.

4.11. It is worth spending some time looking for particular patterns that might indicate an inefficient process – are the same or similar items being delivered by different companies? Do the same companies visit several times per day or per week? Are non-perishable items being delivered frequently? Do particular companies visit at peak times?

4.12. Analysis of these patterns will help inform the next steps, but it is likely that meetings with various internal stakeholders will be required. These may include;

4.12.1. *Building Management/Facilities* – Most deliveries and collections that are associated with the day-to day operation of the building will be dealt with by a building manager or team. This team is also likely to deal with the physical acceptance of deliveries. In a multiple-occupancy building, this may be a management company.

4.12.2. *Procurement/Contracts* – Contractual relationships with suppliers may be dealt with by a procurement team. Understanding the contract terms of existing agreements and the opportunities to include clauses relating to delivery and servicing in future contracts is likely to fall under the remit of this team.

4.12.3. *Catering* – Depending on the size and type of organisation, there may be on-site catering. This could be anything from a vending machine to a full restaurant. Ad-hoc catering for meetings or events may also be included. If more than one catering operation exists at the site, there may be opportunities for joint working between them.

4.12.4. *Neighbours* – If neighbouring businesses have similar requirements to yours, there may be opportunities for joint procurement of common goods. This could be done through a formal business channel – such as the Cheapside Business Alliance, for example – or can be done on an ad-hoc basis.

Developing Aims/Objectives

4.12.5. On the basis of discussions with different parts of the organisation, it should be possible to identify the opportunities for re-organising deliveries and servicing through Reducing, Retiming, Revising the mode or Re-routing deliveries. This will help you establish some realistic aims and objectives for the DSP.

A note on the 4 R's

The 4 R's of Reduce, Retime, Re-mode and Re-route are at the core of a good DSP, and should form the basis of your aim and objectives.

The 4 R's are not a formal hierarchy, but the reduction of vehicle movements particularly at peak times should be the priority as this has the most positive impact. This may be achieved through procurement; asking suppliers to consolidate their deliveries more effectively, or requiring use of a consolidation centre outside the City for all incoming goods.

If it is impossible to reduce the number of deliveries, then opportunities for re-timing and re-moding the deliveries should be considered.

The benefits of each approach will vary depending on type of delivery, and the individual business – if your business depends on 'just in time' deliveries, then investigation of cycle or zero-emission couriers may be most relevant. However if you require daily deliveries of large quantities of fresh food, timing these deliveries before the morning peak may present a better option.

Re-timing deliveries away from 7 am – 7pm Monday - Friday may require some changes to the way that deliveries take place, but delivering overnight or at weekends can have significant benefits. One of the main concerns with overnight deliveries is potential disturbance to local residents. This may be addressed through the introduction of a quiet delivery scheme or other agreement.

Re-moding delivery and servicing trips away from motor vehicles can be a straightforward way of reducing the impact of freight on transport networks. Requiring suppliers to use cycle deliveries, or zero-emission vehicles can have make a real difference to traffic levels, air quality and road danger. Requiring internal and supplier fleets to be FORS or CLOCS compliant can also reduce road danger by promoting best working practices and safety standards.

Re-routing deliveries within the City is a challenge, and the benefits to the individual business are more marginal. However, if suppliers are delivering to multiple sites, it may be possible to work with the supplier to ensure that vehicles are able to take the most suitable route to minimise road danger. Suppliers and drivers in a business's own fleet should be directed to use main roads as far as possible, avoiding 'rat running' and areas busy with pedestrians and cyclists. Use of fleet-specific navigation or routeing tools can direct freight vehicles via the most suitable streets, and provide additional warnings in areas of high pedestrian and cycle traffic.

Finally, if deliveries can be reduced in number there may be additional opportunities to re-time, re-mode or re-route the deliveries that still need to take place to add further benefit.

Examples of good objectives and actions are shown in the next section of this note.

4.13. The overarching aim of the DSP will summarise what the plan will achieve, and would usually be something like 'To reduce the negative impacts of the building's delivery and servicing operations'.

4.14. The objectives will be more specific, and will outline exactly what the DSP expects to achieve in particular areas. Using SMART objectives (Specific, Measureable, Achievable, Realistic & Time-bound) will ensure that progress and achievements can be tracked.

4.15. Setting actions within each objective makes it clear exactly how each objective will be achieved, and ensures that the objectives remain realistic. Appendix C shows an example action plan.

Good Objectives and Actions

4.16. Although the objectives and actions will be specific to the individual DSP, there are some common ways in which significant improvements can be achieved;

4.16.1. *Urban Consolidation Centres* –An Urban Consolidation Centre provides a staging point outside the City for all goods inwards, with multiple suppliers all delivering their goods to the consolidation centre. A single vehicle then delivers all items to their ultimate destination, significantly reducing the number of freight movements in the City. This approach increases delivery reliability and, where necessary, makes security screening of inbound goods quicker and more straightforward. The use of consolidation centres is now commonplace in the construction industry, but a similar approach can be used for City businesses wanting to manage their day-to-day freight operations. TfL's Re-thinking Deliveries[5] report gives more detail on the benefits of freight consolidation, and a directory of construction consolidation[6] centres shows the consolidation facilities available across London.

4.16.2. *Delivery scheduling* – Using a delivery booking system is strongly advised, and is a requirement of some DSPs. As loading bay space is likely to be constrained, it is essential that bookings are used to ensure that capacity is not exceeded. An online delivery booking system such as http://www.systembookings.com/ allows suppliers to book deliveries in advance at their convenience. A booking system also allows the recipient to block out particular dates and times, which can help with restricting deliveries to off-peak hours.

4.16.3. *Joint Procurement* – Co-ordination of procurement between departments or with neighbouring organisations can significantly reduce the number of deliveries, and may result in cost savings through being able to place larger orders. Something as simple as co-ordinating milk suppliers across all occupiers of a building may lead to a real drop in daily vehicle movements.

4.16.4. *Reducing ad-hoc deliveries* – In some cases deliveries are made on demand despite there being no real urgency. If there is storage space available, allowing only a single delivery per week (or fortnight/month) from a supplier of non-urgent materials can easily reduce the number of freight movements.

4.16.5. *Waste* – Waste and recycling collections can be a significant contributor to the number of freight movements generated by a building. Depending on the nature of your business and ability to store waste appropriately, there may be opportunities to reduce the number of visits from waste collection vehicles. Agreements with

[5] http://content.tfl.gov.uk/rethinking-deliveries--summary-report.pdf
[6] http://content.tfl.gov.uk/directory-london-construction-consolidation-centres.pdf

neighbouring businesses to use the same waste collection companies, and the use of on-site waste management/sorting and waste compactors can significantly reduce waste collection requirements and costs.

4.16.6. *Overnight/weekend Delivery* – moving deliveries from daytime to overnight can provide significant benefits for the individual organisation and the City as a whole. Allowing suppliers to deliver overnight can produce more reliable deliveries, with less traffic to cause delay, and increased availability of kerb space for loading – as daytime loading restrictions may not apply. There may be some planning conditions on the site that restrict the hours of night time deliveries, but these often only apply after 11pm, meaning late evening deliveries are not restricted. Similarly, weekend restrictions are unlikely to apply throughout the weekend. Regardless of the time of day, delivery and servicing operations should be mindful of local residents and neighbours. Adopting a quiet deliveries agreement with suppliers delivering late or early can help minimise the impact of noise on neighbouring properties. TfL has produced an example Quiet Deliveries Code of Practice, which may be used as a basis for an agreement with suppliers.[7]

4.16.7. *Personal Deliveries* – Personal deliveries (i.e. deliveries unrelated to the function of the business) can make up a significant percentage of deliveries at some premises. In terms of London-wide traffic movements, there is value in staff having items delivered to work – it avoids many failed deliveries to residential addresses. However, these deliveries tend to be made by fleets of small vans – which make up an increasing proportion of traffic in the City. These personal deliveries can also produce a significant increase in pressure for post-rooms, particularly in the run-up to Christmas. Promoting the use of parcel collection and drop-off points such as Doddle or Amazon lockers as an alternative to delivery to work could reduce the number of freight movements to your premises while still providing a guaranteed delivery for staff.

4.16.8. *Reducing Road Danger* – Goods vehicles are more likely to be involved in collisions causing serious injuries, and the large numbers of pedestrians and cyclists in the City of London means that actions to reduce this danger are particularly important. When agreeing contracts with suppliers, requirements for a high standard of vehicle and driver safety should be specified. Requiring suppliers to be accredited by FORS[8] or the CLOCS[9] standard can encourage the use of the safest vehicles for deliveries and servicing in the City.

Review/Monitoring

4.17. As with a Travel Plan, which deals mainly with personal travel to and from a destination, a DSP should be a 'live' document that is periodically reviewed and updated.

4.18. Integrating the review into the action plan is the most reliable way of ensuring that the DSP is kept up to date and relevant.

[7] http://content.tfl.gov.uk/code-of-practice-out-of-hours-deliveries-.pdf
[8] https://www.fors-online.org.uk
[9] http://www.clocs.org.uk/

4.19. If the DSP is a mandatory document from a planning agreement, the planning condition or s106 agreement may set out a programme for review and monitoring of the plan.

Appendix A

Planning Policy

National Planning Policy

The National Planning Policy Framework[10] (NPPF) is the principal Planning document from central government, and sets out how central government expects the policies to be applied. The NPPF, along with the London Plan (see below) provides the framework for the City of London's own Local Plan.

At the core of the NPPF is the presumption in favour of sustainable development. Part of this is the promotion of sustainable transport modes, including the location of development in ways to accommodate the efficient delivery of goods and supplies.

London-wide Planning Policy

The London Plan[11] is the principal planning document for London as a whole and forms part of the Development Plan for the City of London alongside the City's own Local Plan. London Plan Policy 6.1 commits the Mayor to working with partners to facilitating the efficient distribution of freight whilst minimising its impact on the transport network.

On a local level this involves continued development of TfL freight initiatives. These include the promotion of collaborative approaches such as freight consolidation centres and area-based DSPs, as well as promoting the transfer of goods and waste by river where possible. Boroughs are encouraged to explore night time deliveries where this would not have an unacceptable impact on residents.

City of London Planning Policy

The City Corporation's principal planning document – the Local Plan [12]– was adopted in January 2015 and is currently under review. An Issues and Options consultation took place in autumn 2016, and the document is being currently being revised with these consultation responses in mind. A draft for public consultation is expected in autumn 2017, but full adoption of the new Local Plan is not expected until 2019. Updates on the Local Plan and forthcoming SPDs can be found in the Local Plan Bulletin[13] and on the City Corporation's website.

Until the Local Plan is revised, the existing document remains in place.

In line with London Plan policy, the City Corporation requires developments which will have an impact on the transport systems to submit a DSP as part of the planning application process, (Local Plan Policy CS16). The measures within the DSP will be proportionate to the impact of the development, and may require specific interventions such as the use of freight consolidation centres to minimise the number of freight trips.

[10] http://planningguidance.communities.gov.uk/
[11] https://www.london.gov.uk/what-we-do/planning/london-plan/current-london-plan
[12] https://www.cityoflondon.gov.uk/services/environment-and-planning/planning/planning-policy/local-plan/Documents/local-plan-2015.pdf
[13] https://www.cityoflondon.gov.uk/services/environment-and-planning/planning/planning-policy/Documents/local-plan-bulletin.pdf

The City Corporation is also developing more detailed guidance on the implementation of City Local Plan policy to reflect the latest best practice and promote more widespread use of consolidation centres. This will take the form of a Supplementary Planning Document (SPD) covering freight and servicing more generally. This document is expected to be available for public consultation in autumn 2017, with adoption in early 2018.

Appendix B – Example Delivery Register

DELIVERIES

LOCATION **Loading Bay 1**

ID	Date	Time In	Time Out	Vehicle Type	Vehicle Registration	Name of External Supplier, or Destination if Collection	Name of Courier (if different to supplier)	Type of visit	Destination Department or Individual	Description of goods or servicing	Urgency	Vehicle Loading Location (eg loading bay, on-	Notes
EXAMPLE 1	19/12/2016	06:50	07:15	Goods Vehicle (under 7.5t)	AB12 3CD	A.N. Other Bakers	N/A	Delivery	Staff Restaurant	Pastries for staff canteen	Routine	Loading Bay	
EXAMPLE 2	19/12/2016	08:20	11:05	Van	EF45 6GH	Lifts R Us	N/A	Servicing (eg maintenanc	Building Maintenance	Repairing Lift A	Emergency	Smith Street	
EXAMPLE 3	19/12/2016	09:00	09:05	Cycle	N/A	A. Client Ltd	Speedy Deliveries	Collection	Legal	Legal documents to client	Urgent	N/A	
EXAMPLE 4	19/12/2016	09:15	11:30	Goods Vehicle (over 7.5t)	IJ78 9KL	AB Builders	N/A	Delivery	Construction	Materials for changing room renovation project	Routine	Loading Bay	Delayed - was booked at 7am.
EXAMPLE 5	19/12/2016	10:45	10:55	Van	MN12 3PQ	Stillmore Bakeries	N/A	Delivery	Catering	Catering for meetings	Routine	Loading Bay	
1													
2													
3													
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Appendix C – Action Plan Template

SMART Objective	Action	Owner	Key Dates and Completion Date	Expected impact	Monitoring
Link each action to a SMART objective to show how it contributes to the overall impact of the DSP	**Actions should be specific. Each objective is likely to have several actions against it.**	**Include a named owner for each action. Avoid generic titles (e.g. 'Team Leaders, Catering Team etc.) to ensure that an individual takes responsibility.**	**Include key dates (e.g. the date that a contract is renewed) as well as the ultimate completion date.**	**Providing an approximate expected impact for each action will ensure that the combined effect of your actions will achieve each objective.**	**Note how the progress of each action will be monitored. This may be a survey, or outputs from delivery booking system.**
EXAMPLE					
Reduce weekly food and drink deliveries from 20 to 10 (50%) by end of September 2017	Co-ordinate meeting and staff restaurant bakery suppliers.	Joe Bloggs – Staff Restaurant Manager	Restaurant bakery contract ends June 17. New contract in place by June.	Ad-hoc meeting catering deliveries eliminated – expect 5 fewer deliveries per week.	Delivery booking system outputs.
	Arrange removal of redundant kitchen equipment to provide more storage space.	Sarah Bloggs – Facilities Manager	End of May 2017	Will facilitate consolidated water deliveries	Equipment removed
	Use new storage space to store water bottles, and reduce deliveries from 3 times a week to once a week.	Sarah Bloggs – Facilities Manager	End of June 2017	2 fewer deliveries per week	Delivery booking system outputs.
	Co-ordinate fruit supplier with adjacent building.	Joe Bloggs – Staff Restaurant Manager	End of June 2017	3 fewer deliveries per week	Delivery booking system outputs.

Appendix D – Links to Other Guidance

Publisher	Title and Date	Target Audience	Themes	Summary of Content	Link
TfL	Rethinking Deliveries Summary Report (2016)	Corporate Decision-makers	Consolidation Procurement	Short summary of TfL research on consolidation and procurement. Summarises different techniques, outlines their benefits, and applies a level of priority for different sectors. Refers to case studies elsewhere on TfL website, but can only see a few old ones.	http://content.tfl.gov.uk/rethinking-deliveries-report.pdf
TfL	The Directory of London Construction Consolidation Centres (Sept, 2016)	Developers and Local Authorities	Construction Consolidation	Outline of benefits of Construction Consolidation. Detailed directory of approved Consolidation Centres around London, including location, facilities, drive times etc.	http://content.tfl.gov.uk/directory-london-construction-consolidation-centres.pdf
Re-timing Deliveries Consortium (London Boroughs, TfL, retailers, FTA, Noise Abatement Society)	Getting the timing right Making the most of quieter times for deliveries (2015)	Local Authorities, mainly retail businesses, fleet operators – key decision makers	Re-timing	More detailed, more readable guidance for Local Authorities, Businesses and Fleet Operators on how retiming can produce benefits. Outlines key considerations for each party. Emphasises co-ordinated approach between parties. Includes indicative programme of actions for re-timing deliveries to a site.	http://content.tfl.gov.uk/getting-the-timing-right.pdf

Publisher	Title and Date	Target Audience	Themes	Summary of Content	Link
TfL	Delivery and Servicing Plans: Making Freight Work for You (2010)	Businesses, Corporate Decision-makers	DSPs, surveys, procurement, re-timing, other techniques	High level guidance on the voluntary adoption of a DSP. Includes some detail of benefits and several short examples. Step-by-step guidance but not much detail. Includes indicative survey examples. Focus on working with suppliers and procurement to minimise deliveries. Some mention of consolidation centres but no detail. Overall very general.	http://content.tfl.gov.uk/delivery-and-servicing-plans.pdf
TfL	Changing a planning condition for delivery times (2016)	Businesses, Corporate decision makers	Retiming deliveries, Planning Conditions	Overview of the process for adjusting a planning condition that prevents out of hours delivery. Detailed guidance setting out what an applicant needs to do in order to change conditions that may be out of date or no longer appropriate.	http://content.tfl.gov.uk/changing-a-planning-condition-for-delivery-times.pdf
TfL	Transport for London's Code of Practice for quieter deliveries (2015)	People receiving or making deliveries	Noise reduction, re-timing	A practical list of actions for those receiving deliveries, and drivers/fleet managers making the deliveries in areas of noise sensitivity. Agreed as part of the Retiming Deliveries Consortium.	http://content.tfl.gov.uk/code-of-practice-out-of-hours-deliveries-.pdf

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City of London	STANDARD HIGHWAY And SERVICING REQUIREMENTS For DEVELOPMENTS in the CITY OF LONDON (2007)	Developers	Servicing, Highway issues and other design aspects	A guidance note provided as part of the planning process to aid developers in providing acceptable highway and servicing plans for new developments. Old guidance focussed more on design – physical access to/from site etc. No reference to retiming, consolidation etc.	https://www.cityoflondon.gov.uk/services/environment-and-planning/planning/heritage-and-design/Documents/Standard-Highway-and-Servicing-requirements-advice-note.pdf
DfT	Quiet Deliveries Good Practice Guidance (2011/2015)	Local Authorities, Retailers, Fleet Operators	Retiming and Noise Reduction.	Evidence-based guidance on delivering a successful Quiet Deliveries trial scheme. Based on non-London large retail sites so some limitations to application within the City. Research found that retailers often didn't know their planning conditions. QDTS based on voluntary agreements and MoU, with Driver Charter.	https://www.gov.uk/government/publications/quiet-deliveries-demonstration-scheme
CLOCS	CLOCS Standard for construction logistics (2015)	Fleet Operators, Construction firms	Road Danger Reduction	A detailed overview of the CLOCS standard to reduce road danger from construction fleet vehicles. Includes information on how to achieve the standards and case studies on best practice.	http://www.clocs.org.uk/wp-content/uploads/2016/01/CLOCS-Standard-v2-DEC_2015-.pdf

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FORS	FORS Standard v4.0 (2016)	Fleet Operators	Road Danger Reduction, Fleet Management, Fleet Best Practice	Overview of the Fleet Operators Recognition Scheme including guidance on how fleet managers can become accredited and the standards that are required.	https://www.fors-online.org.uk/cms/download-fors-standard/