



Delivery and Servicing Plans

Full Toolkit

Setting the Scene

As part of the drive for a safer, cleaner, greener city, Birmingham City Council is supporting the implementation of Delivery and Servicing Plans (DSP's) by local private and public organisations in targeted areas of Birmingham covering the city centre, local centres along radial routes and within identified Green Travel Districts (GTD's).

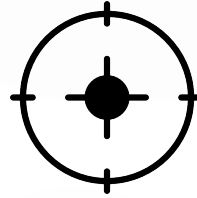
“A DSP involves reviewing the efficiency and reliability of delivery and servicing operations to boost a company’s overall performance. This can be achieved by boosting productivity, simplifying internal and external processes and introducing systems that minimise errors and reduce costs”.

This toolkit has been produced to assist businesses in creating their own plans that meet their needs and aspirations and to help support the local economy through improved delivery efficiencies and sustainable transport operations.

We will take you on a tour of how you can make your plan.

Stage One: Developing Your Plan

This guidance will help you to create your own DSP. Here is an overview the different stages:



Establish

Think about your company; what are the challenges that it faces and how could a DSP help to improve your operations and meet your goals.

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Set timeframes for introducing different measures and gain support and consensus about how they can be achieved. Always monitor the results.

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**Including Jacobs Case Study*

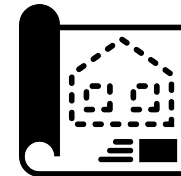


Implement

How to create your



DSP



Design

Start building evidence of how your company works and find out the level and type of activity occurring on and off site.

Page 11 - 14

Develop proposals and measures that reflect your company's aims, objectives and aspirations and that are backed up with your evidence base.

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Plan



Assess

After gathering data, look to see what trends and themes emerge and decide what will require and need addressing to improve the situation.

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The Benefits of Developing a DSP

We understand that a 'one size fits all' approach to developing a DSP is not desirable or practical due to the unique challenges and issues faced by individual organisations. The benefits of implementing a DSP will also be different.

We would encourage you to think about the aspirations and primary functions of your organisation by undertaking a speed review of the five stages for developing your own DSP. This will help you focus on what you want to achieve and how you can benefit from changing some elements of your business model.

Some of the benefits could include:

- ✓ Fuel cost savings from reducing and consolidating deliveries.
- ✓ Quicker stock turnover as a result of a more efficient working environment.
- ✓ Reduced human errors due to a simplified procurement system.
- ✓ Fulfilling Corporate Social Responsibility (CSR) through working practices.

Think carefully about managing your own expectations when embarking on creating and implementing a DSP of your own. Consider the need for;

Flexibility: Think realistically about making changes in a mobile work setting.

Scaleability: Think practically about what you can achieve within your capacity.


Deliverability: Ensure any proposed changes are constructive and within scope.

Local Authorities (LA) will also benefit from organisations developing DSP's as this will help to meet strategic goals to reduce congestion, tackle air quality issues and unlock investment.

The Quality of Life for **Local Communities (LC)** will also improve as a result of lower air, sound, and visual pollution and intrusion and helping to make areas more accessible and liveable.


Five Stages for Creating a DSP

This guidance is available to organisations in different sectors and of varying sizes. We recommend that you look at each stage and sub section and decide the level of emphasis you want to apply.


The rest of this document will guide you through each stage and sub section. As well as advice and support, a number of templates have been created that may be of help. Look out for the icon. 



1.1 Review the need for a DSP

 2.1 Conduct a D&S survey

 3.1 Identify D&S trends


 4.1 Document the DSP


5.1 Prioritise your measures

1.2 Identify a DSP champion


2.2 Do a site assessment

3.2 Define 'peak periods'

 4.2 Create an Action Plan

 5.2 Build some momentum


1.3 Highlight the DSP benefits

 2.3 Review your operations

3.3 Set SMART targets

4.3 Monitoring targets

5.3 Apply them systematically


 1.4 Raise the profile of the DSP

2.4 Manage data collection

3.4 Consider the 6 R's

4.4 Review documents

5.4 Have periodic reflections

 More time consuming elements

Stage One: Establish

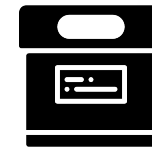
1.1 Review the need for a DSP

The first step towards developing your own DSP is to work out how it could be applicable to your organisation. We have listed some of the areas to your right.

If you are an SME that receives deliveries and /or has items collected from a site, look at how these operations are conducted and whether they are conducive to your overall performance. It is important to consider your supply chain in this equation; work closely and smartly with them to identify areas for improvement.

Have you considered developing or do you already have a **Workplace Travel Plan (WTP)**? This can work alongside a DSP to help reduce vehicular movements and to enhance working conditions.

Consider working closely with fellow businesses inhabiting the same building. Help support each others DSP and particularly the development of measures that benefit both organisations.



Goods Delivery



Servicing Activity



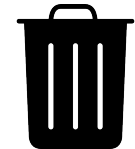
Site Management



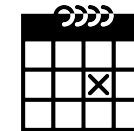
Tourism & Leisure



Catering & Vending



Waste Management



Events & Occasions



Access to Healthcare

One of the most obvious but vital considerations that a company must take into account, is how to maximise the positive implications of developing a DSP. If you know about what a DSP is and how it can benefit a company, think about:

WHEN would be the ideal time to review your delivery and servicing activity and business operations? Can this be accommodated in any way and resourced?

WHERE do you feel a DSP is required? Well, we are promoting the development of DSP's with organisations in Birmingham's Green Travel Districts (GTD's).

WHY is a DSP necessary for your company? The plans and the measures that you devise can be tailored to your needs and circumstances at a given time.

WHO would need to be involved during each stage? This will depend on your company size and what works for you; as long as there is joined up thinking.

HOW do you get the ball rolling? Gain consensus amongst your colleagues and across your organisation and drum up support. Get organised. Print a checklist.

What could this look like in reality?

- Major roadworks will cause disruption and require you to respond to potential delays and restricted access.
- Core routes in Kings Heath, Colmore and Soho Road are renowned for congestion and poor air quality.
- A company may be struggling financially and require quick win, cost saving solutions to be introduced.
- A new facilities manager or a new owner may have a background in freight and the potential of DSP's.
- Communicating who is the nominated champion, how tasks will be allocated and systems of communication.

1.2. Identify a DSP Champion

To make a DSP a success you should consider nominating a DSP champion. This should be a senior member of staff who has the knowledge , expertise and authority to implement changes and stimulate interest in the DSP. Their responsibilities will depend on the organisation but it may include:

- Conducting internal meetings and helping embed positive messaging around the benefits of a DSP.
- Overseeing the collection of data from internal and external sources and checking whether it is reliable, accurate and relevant.
- Liaising with staff members, suppliers, contractors and neighbouring businesses, organisations and local communities.
- Helping set and monitor targets and objectives as well as helping shape and prioritise measures in the action plan.



1.3. Highlighting the Benefits

You may have an idea of the delivery and servicing activity that takes place on your site, the challenges that you would like to confront and the potential benefits that could be derived from making some changes.

This should apply to your company but also to other stakeholders. There are three areas where implementing a DSP could bring numerous benefits.

Financial: Reducing costs is an important factor in improving the state of your business and can result in higher profits and a stronger enterprise.

Financial Benefits	Developer	Occupier	Site User	Freight Operator	Local Resident	Local Authority
Cost savings from reviewing procurement practices and negotiating supplier contracts	x	x				
Fuel savings realised from faster and fewer deliveries and more systematic planning				x	x	x
Reduced parking enforcement costs through the use of legal loading locations			x	x	x	x
Introduction of an electronic booking system to reduce human error and monitor resources		x		x		
Use of sustainable travel for courier services and companies within the supply chain.			x		x	x

Environmental: Taking action and implementing a DSP will bring benefits to numerous stakeholders and is an opportunity to demonstrate compliance with the Governments mandate for a Clean Air Zone in Birmingham by 2020.

Environmental Benefits	Developer	Occupier	Site User	Freight Operator	Local Resident	Local Authority
Improved street environment, enhanced accessibility and quality of life for residents		x			x	x
Improved air quality and lower emissions as well as reduced air, sound and visual intrusion	x	x		x	x	x
Improved waste management and recycling with less refuse being sent to landfill	x	x			x	x
Changing from a diesel to an electric vehicle fleet and using cycle couriers for some trips		x	x	x	x	x
Designated (shared) loading bays as opposed to kerb parking that damages the highway				x	x	x

Operational: Improving the efficiency of your delivery and servicing activity can help you and your suppliers maintain a competitive advantage and the quality of service whilst minimising expenditure.

Operational Benefits	Developer	Occupier	Site User	Freight Operator	Local Resident	Local Authority
More efficient and reliable deliveries and reduced time spent on site by suppliers in loading area		x	x	x		
Helping to develop a sustainable business model and complement wider strategic land use policy		x			x	x
Enhancing productivity by creating good working conditions and boosting staff morale (inc. CSR)		x	x	x		
Simplifying procurement processes and contract negotiation with supply chain (inc. FORS)	x	x				
Promoting compliance with Health & Safety legislation including lego loading locations	x	x				

1.3. Raise the Profile of the DSP

It makes sense to inform all staff, suppliers and contractors about the DSP. The approach to take will depend on the organisation culture, size and scale as well as the level of enthusiasm and time resources to pledge to the cause. Try to:

1. **Describe** what a DSP is and its relevance to the company
2. **Explain** the affect of delivery and servicing movements and their impacts
3. **Discuss** sustainable servicing and vehicle movements across the company
4. **Outline** the potential benefits of successfully implementing the DSP
5. **Calculate** the timeframe and involvement expected in delivering the DSP

As well as the DSP champion, creating a working group or splitting the responsibilities for tasks can be very effective for raising awareness and ensuring each element is developed together.

Stage Two: Design

2.1. Conduct a D&S Survey

One of the key elements of developing your own DSP is to undertake a survey of all the delivery and servicing activity taking place on your site.

This could be done by somebody who is familiar with handling suppliers and contractors and who understands the different data that would need to be captured.



We have created a template for you to use that will help you gather the necessary information. We would recommend that you collect data over the course of a normal working week, at least, to make sure that the data is representative.

2.2. Do a Site Assessment

It is important to fully understand how people and vehicles access, move and operate across and within your site. Having an in depth knowledge of this will help to highlight safety issues and pinpoint areas for physical improvements. This data could contribute towards creating a robust site risk assessment.



Advice on what to look for can be found in the supplementary document and an Access Audit template has been provided to help you record your findings.

2.3. Review Your Operations

The next stage of the design phase focuses on gaining a sound understanding of the factors that contribute to the frequency of deliveries and collections activity. For SME's and organisations without specific full time roles, it will be important to also identify who carries out the following functions on a day-to-day basis to investigate how they are managed: Make notes of the following:

Contract Management and Procurement

- Those who manage contracts can provide information and help influence how suppliers work towards meeting the DSP targets and adapt to new practices.

Suppliers and Contractors

- Consult your suppliers and contractors about how current operations are performing and how they could be improved. Collectively plan new ideas.

Marketing and Communications

- It is crucial to capture the messages that are being disseminated and how work practices are being aligned and promoted.

Facilities Management

- Those involved in the strategic planning and day to day operations of the site, must be consulted to clarify provision that is available, used and upheld.

Neighbouring Businesses

- This is important as an SME. Collaborate by procuring the same supplier, consolidating deliveries or establishing a joint delivery booking system.

Here are some further areas you could explore that may not be appear to be immediately and directly relatable but do have an impact on how your company functions and what can be done in the future to improving efficiencies.

- ✓ Quantity and size of deliveries and collections (kg, metres, etc.)
- ✓ Frequency of servicing activity and demand responsive visits to site
- ✓ Duration of loading and unloading activity on site
- ✓ Location of loading and unloading activity on site
- ✓ Type, quality and quantity of car parking on site
- ✓ Site and building security measures and access points
- ✓ Internal and external vehicle routing and congestion 'hotspots' (location)
- ✓ Security working hours and day / night / week / weekend availability
- ✓ Recycling to waste ratio on site (kg, bags)
- ✓ Weekly or monthly fuel expenses for deliveries.



We have created a template for you to note down and assess different actual and perceived risks to your company but try and use the evidence you have collected.



We feel that by observing a setting, recording how it is used and making note of some of the activities and provision in the area, you can grasp 'real life' issues and better propose ways to combat them. Here are a number of factors that could be considered when undertaking an assessment both on your premises and the local area.



We have also created an Access Audit Detailed Form template that you can use to provide rough costings for suggested improvement works.

If you can, why not draw the street and how people move around the area during peak periods near your company? We can help you develop a **Movement Analysis Framework** to help illustrate problem points for people in the area.



Driver behaviour and conduct on/off site



Size, number and quality of buildings



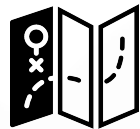
Vehicle movements on local access roads



Route alignments taken by vehicles



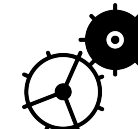
Flow of traffic and vehicle movements



Quality of the built (street) environment



Distance and signage to unloading points



Servicing and handling operations

2.4. Manage Data Collection

You may encounter a number of issues when trying to collect delivery and servicing data. We have provided a little bit of advice in the toolkit to help you overcome some of the most common obstacles.

Stage Three: Assess

3.1 Identify Delivery and Servicing

This is the exciting part and where you can really start to identify trends that will be instrumental in helping shape your measures and initiatives. You may have already made some initial observations but here are some tips to go by:

A supplier is visiting the site more than once a day

Servicing activities overlap at inconvenient times

Different companies are delivering similar products

A large quantity of personal items are delivered

Large weekly waste and recycling collections

Simultaneous deliveries and dispatches on site

Concerns about Health & Safety procedures

You could also determine activities that:

Generate a higher number of vehicle movements

Currently undertaken by HGVs or LGVs, or bikes

Can be reduced or eliminated completely

Represent the least efficient use of resources

Present heightened Health & Safety risks

Create disruption in the site vicinity

Negatively cast a light on ethical / CSR issues

3.2. Define Peak Periods

Traditional day-time delivery periods can coincide with rush hour commuter traffic in the morning and late afternoon. However this will depend on your company's operations; something you will be able to find out through your surveying.

The key is to try and look at dispersing your delivery periods across a whole day rather than in a concentrated period. Find out your peak periods and the busiest time on the roads in your area to work out a strategy going forward.

Many deliveries and collections take place across Birmingham. However, these can be disproportionately spread across a day; with many trips concentrated during the busiest periods on the road, rail and active travel networks.

This can lead to a number of problems for organisations and their supply chains including, but not limited to, the following:

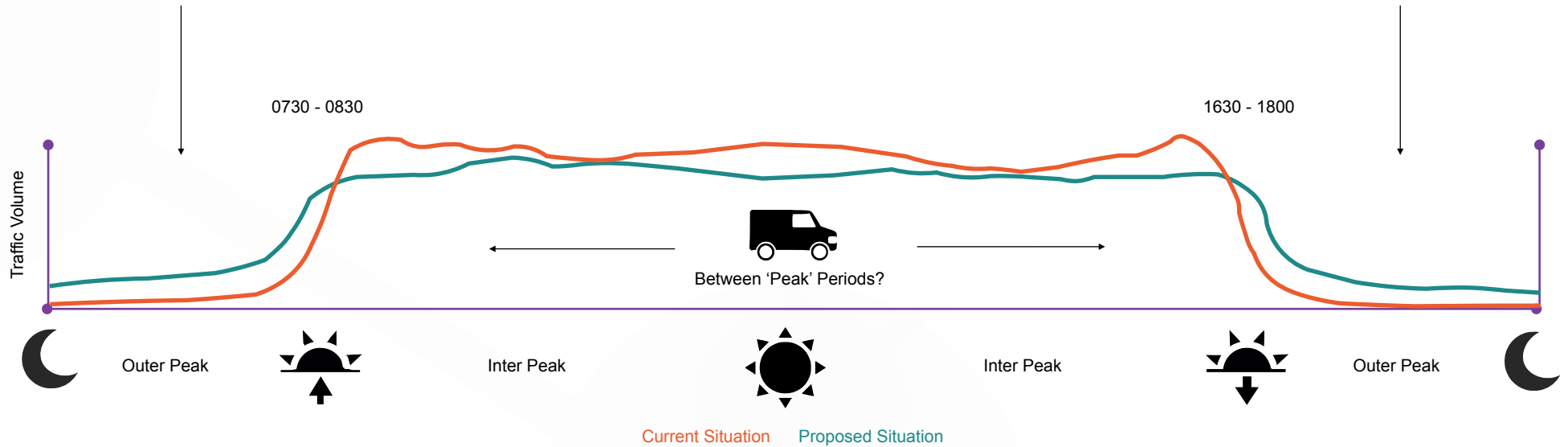
- Time delays caused by traffic congestion for deliveries and receiving items;
- Reduced ease of access on foot or by bike by couriers;
- Pressures on site to effectively manage sudden spikes in activity;
- Concerns over Health & Safety due to user conflict in a locality;
- Higher fuel costs associated with waiting in traffic and on site and
- Premium pricing for 'peak period' deliveries and movements on the network.



Is it possible for deliveries to arrive in the early morning?

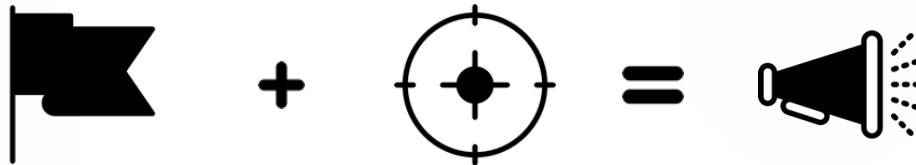


Is it possible for deliveries to be accepted during the night?



3.3. Set SMART Targets

After collecting your data and evaluating how your organisation operates, in detail, you can then have a clear idea of what you want to achieve and your objectives and targets for the future. Here is the logic:



Set your Objectives

Set your Targets

Set your Outputs

What is it that you want to achieve and that requires addressing?

When and how do you anticipate meeting your objectives?

What measures will help you to meet your targets now and in the future?

e.g Reduce delivery and collection congestion on site at any one time.

e.g 15% reduction in site dwell time by suppliers over the next 2 years.

e.g Introduce pre-booked delivery slots to manage deliveries on site.

Targets should be kept simple and directly relate to your objectives. Consider setting them over the short (0-1 years), medium (1-3 years) or long (3-5 years) term so you can focus on making changes to current practices. Revisit them if necessary.

When thinking of your objectives, think also about whether they are SMART. That is:

Specific: Are they concise and easy to understand?

Measurable: Can they be assessed and monitored?

Achievable: Are they within your scope or capacity?


Realistic: Can you fulfil your proposals in this context?


Time Bound: Can you place a timeframe for completion?


3.4. Consider the 6R's

One simple bit of advice to help you make small changes to delivery and servicing activity undertaken by your company, is to take into account of the 6R's approach. Ask yourself some of these questions.

- Re-Route** 

Can your suppliers or couriers take another course avoiding the major roads? Can large deliveries be taken to a big depot directly instead of to site? Do you provide advice?
- Re-Time** 

Can you co-ordinate your deliveries on site with that of your neighbour? Can you ask suppliers to arrive outside of peak period in your area? Can you resource night time deliveries?
- Re-Duce** 

Can you order items once a month, not every week to reduce vehicle movements? Can you plan deliveries in advance? Can you recycle and reduce waste collection?
- Re-Mode** 

Can a bike courier deliver your items across the last stretch of a journey? Could a LGV be used instead of a HGV to enhance ease of access? Can they collect as well as deliver?



To **Re-Think** your delivery and servicing activity may involve stepping back and reviewing how the company operates to seek out redundant tasks. It may also involve 'smarter' use of existing provision or adapting to ongoing local events.

There are hundreds of deliveries and collections taking place in Birmingham on a daily basis but rarely are these combined in one assignment and from one site. That means lots of empty vehicles.



To **Re-Flect** is to gauge the success of trying to embed the 6R principles into how your company operates and to take into account whether this has been previously attempted. Have you adapted to changing working conditions?

Stage Four: Plan

4.1 Document the DSP

It would seem obvious to document all the information and data that you collect and to present this in a logical format that tells a story. You can be as creative as you want when designing your DSP report. We have provided an indicative structure that you may wish to follow to help you to layout your plan.

A DSP must mean something to you and your company and not simply a document to sit on a shelf gathering dust. It is the product of many hours of research that can bring lots of benefits.

Section	Title	Description	Advice and Tips
1	Introduction	Brief overview of the purpose of the DSP, ownership and key stakeholders involved in proceedings as well as the company context.	This is the section to set out your stall on who you are and what you do.
2	Establishing a DSP	Discuss the importance of creating a DSP and how you are going to go about undertaking the research and putting into place measures.	This is the chance to legitimise your approach and rationale for a DSP.
2.1	Details of the Site	Provide an overview and describe the size of your site (including maps), the number / type of buildings and the local environment.	Talk about physical, operational and cultural nature of the workplace.
3	Making use of a DSP	Clarify in more detail what the DSP will be used for and why it has been produced, including content (data) gained from the research.	This is where you can talk about your objectives and discuss resolving issues.
3.1	Gathering support for a DSP	Outline who benefits from the DSP being formed and the working group aspirations. Discuss relationships with stakeholders.	Leading on from previous section and working towards a set of objectives.

Section	Title	Description	Advice and Tips
4	DSP Objectives and Targets	Clearly listing your objectives and targets as well as the rationale behind them in a concise and straightforward manner.	Make these clear and let the writing 'hang' off this from here onwards.
5	Engagement Strategy	Describing how you went about the process of communicating and developing the DSP and tabulating contacts, meetings and outputs.	This section must tell the story of how you arrived at the action plan.
6	Action Plan Measures	This is where the Action Plan can be discussed and measures put forward. It is the link stage between the research and the outputs.	The Action Plan could be a separate document or within the main report.
7	Enforcement	Clarifying who is responsible for checking the progress of different tasks and actions and ensuring there is compliance with the DSP.	Have a clear 'charter' of who is doing what, when and how to keep on track.
7.1	Monitoring	Setting out how you intend to monitor the success of your measures and meeting your targets and objectives and allocating responsibility.	Mention frequency of monitoring, how this will be reported and who will check.
8	Review	Concluding the report by reflecting on the different stages of getting to this point and how you intend on reviewing the DSP in the future.	How will the results of the DSP be reviewed, when and who by over time.



4.2 Create an Action Plan

A DSP is a 'live' document; it should be updated and refined over its lifetime (5 years). You can put all your details in a document. A key part will be the action plan. This is a package of proposed measures based upon your findings and inspired by your objectives, targets and aspirations. An action plan will:

- Identify what steps must be taken in order to implement your measures;
- List what resources will be required for each measure to come to fruition;
- Provide a timeline for the introduction of each measure (duration); and
- State who is responsible for overseeing the implementation of each measure.



We have provided an action plan template that you may wish to use and adapt to your needs. However, before you proceed, here are a few tips:

- ✓ Keep your action plan short and sweet; avoid too many measures and keep to those that you know are SMART.
- ✓ Do not be prescriptive; there needs to be flexibility in what you are proposing so you can adapt to changing circumstances.
- ✓ Communicate the measures; you want to gain a consensus amongst your fellow peers and work colleagues and sift through unworkable options.



Looking for inspiration? We have compiled a list of measures and categorised them under three key 'streams' and headings to get you on your way.



Every organisation has a particular set of circumstances, challenges and opportunities. A 'one size fits all' approach to developing a DSP is not the answer. The scale, culture and location of the organisation and the sector in which it operates, will all have an effect on what can and cannot be influenced.

We have highlighted some of the issues that we have observed when working with organisations on developing and delivering a DSP as well as some possible ways around these (perceived) barriers. This may be applicable to your company.

Same delivery methods over 20 years
Limited time, staff and resources
Very small premises and space

Small, Family Run Grocery Store



Offer pilot / trial scheme or 'green week' incentives
Nominate area 'champion' on hand to offer advice
Consider local consolidation site and maximise POS

Large, LGV and white van vehicle fleet
Rigid working hours and not 24hr site
No commitment to sustainable practices

Medium Sized, Regional Electricity Contractor



Install temporary secure lockers on working sites
Explore flexible working for warehouse operatives
Set up sector competition... with grant / fund prizes

Contracts in place with suppliers nationally
Strict security and insurance legislation
Occupants in a shared office block facility

Multinational Engineering Company HQ Offices



Ability to change delivery and collection patterns
Innovative storage & security staff contracted hours
Landlord / occupiers collaboration on best practice

4.3 Monitoring Targets

How do you know what you are proposing to benefit the company is actually having a positive and constructive impact? We recommend that you take the time to review your targets and objectives to make sure they are being met. You can also quickly confront any problems that you may encounter.

Monitoring can be undertaken several times a year depending on your resources and how proactive you want to be to keeping things on track. This will require you to record new data.

Setting periodic reviews will help to keep the focus amongst work colleagues. This includes partnership working and a good dialogue with adjacent businesses to reach collective targets.



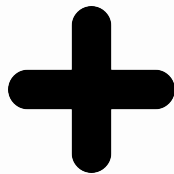
4.4 Review Documents

Every organisation will have some form of company strategy or business plan moving forward. A DSP can complement and reinforce other proposals whilst opening up new opportunities for performance enhancing techniques. A DSP touches upon lots of interrelated subjects within a company.

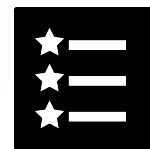
What is the relevance of a DSP to your other operations?



Customer Satisfaction



Health & Safety Standards



Corporate Social Responsibility

Cultural Company Ethos

Day to Day On Site / Premises



On Site Conditioning



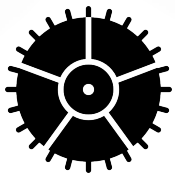
Vehicle Fleet Operations



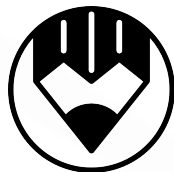
Neighbour Relationships



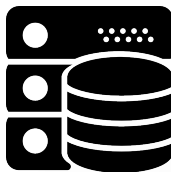
Staff Travel Behaviour



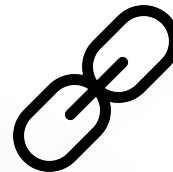
Operational Performance



Business Strategy



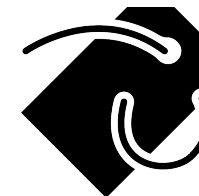
Cost Efficiency Assessment



Supply Chain Organisation



Procurement Planning



Company Asset Management

Strategic High Level

Stage Five: Implement

5.1 Prioritise your Measures

The transition between an idea and implementing a proposal in reality will require persistence and leadership as well as collaborative working. You could have noted lots of great ideas but not have the resources or the capacity to lift them off the page. What would our advice be to you?

Always be aware of your surroundings and company circumstances so you can be both reactive and proactive to making changes to delivery and servicing related process and practices. An example has been illustrated to your right.

5.2 Build Momentum

It would be tragic for your DSP and Action Plan to be stored on a shelf without being used and adapted over time. This can be the case if sufficient support, momentum and 'buy in' has not been generated with nobody taking responsibility for leading the way, mediating relationships and overseeing tasks.

A proposal for a pedestrian corridor through a company premises may have come from asking **staff members** about recent risk log records. After consulting **drivers** delivering and collecting items from the site, there was a consensus that visibility had to be improved and a route was agreed. **Management** then allocated funding.



Contracts with suppliers and contractors up for review



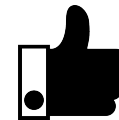
Opportunity to assess order and procurement processes



Realise that lots of small LGV trips could be consolidated



Revised supplier contracts drafted including bike courier



Reduced delivery congestion, fuel costs and pollution

5.3 Apply them Systematically

To maximise the impact of implementing your proposed measures, try ensuring they complement and supplement other activities within your company and other adjacent businesses.

Delivery of consumables, such as toilet paper, washing products and paper, could be made to organisations within a kilometre radius of a focal point, by the same supplier, on the same day.

5.4 Have Periodic Reflections

We can not stress enough the importance of reflecting on each stage of developing and implementing your DSP. Be critical and scrutinise how effective your measures have been towards fulfilling your objectives and meeting targets.



A DSP checklist can be used over the course of developing your plan and the review stages to make sure that nothing has been forgotten. You may have your own way of going about ensuring the requirements of the DSP are being met.



When it comes to delivering your set of measures, it will be vital to track whether they are successful in meeting your objectives and targets. Make sure that you have a monitoring plan in place for each measure so you can evaluate whether they are financially and operationally viable to sustain longer term.

You could ask those responsible for taking a measure forward, to conduct a 'tick box' exercise against best practice expectations.

- Is everyone involved in the DSP implementation stage clear about their tasks?
- Are the targets that have been set realistic within the suggested timeframe?
- Are effective communication methods in place between key DSP members?
- Have enough resources been pledged so the DSP is implemented adequately?
- Are suppliers and contractors cooperating in the DSP implementation?

Monitoring is an often understated component of delivering a DSP. You need to monitor the **delivery methodology** as well as success of the **individual measures**.

Think about **WHAT, WHO, WHEN AND HOW** when it comes to monitoring the progress of measures and the DSP.



JACOBS®

Case Study: Jacobs

2 Colmore Row, Birmingham City Centre

Communication between resident businesses and the building management team will be important going forward to work on a joint delivery booking system and the procurement of the same goods.

We want to give you an idea of how a DSP can bring your company lots of benefits in reality. Take Jacobs for example. They share an office block with other companies and have taken up the opportunity to explore more efficient ways of going about their business. Check out just three things they have already done:

- ✓ Consolidated lots of small deliveries of 'consumables' into one monthly delivery and stopped personal deliveries to site; taking traffic off the roads.
- ✓ Working with the building management team to ensure the loading areas are available and unobstructed to enable swift and safe deliveries / collections.
- ✓ Providing map information and detailed site instructions to staff members, suppliers, cycle couriers and contractors on accessing the premises.


Jacobs is also addressing other aspects such as:

- Delivery changes can only occur inter-peak; security staff are not available outside of working hours to receive goods.
- Commitment to sustainable work practices and culture, such as recycling, to reduce frequency of refuse collections.

Resources: Making Tracks

Where to go from here?

We hope that you are clearer on what a DSP is and how it can benefit your company. Please feel free to download and print the templates that we have provided and use or adapt them to suit your needs.

Remember that the templates that are available have been highlighted in this document under the  symbol.

This work is part of the Birmingham Connected vision to reinvent the way people and goods move across the city. Find out more on:

www.birmingham.gov.uk/connected

For further information, advice and general support, please contact the Transport Policy Team:

Birmingham City Council

connected@birmingham.gov.uk

