

## P2 Exploring particular action plan streams

If you are struggling for some inspiration and thinking of some measures that you could introduce to improve the efficiency of your operations, then the next few pages will hopefully have something to offer. We have categorised them under three key 'streams' or headings for easier reading.

### Supply Chain Efficiency

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

Activity	Approach	Benefits	Considerations
Road Trip Reduction	<ul style="list-style-type: none"> <li>Consolidating the number of suppliers who deliver similar products by setting up a centralised ordering system.</li> <li>Providing on-site or local off-site storage facilities so that larger, less frequent deliveries can be made to site.</li> </ul>	<ul style="list-style-type: none"> <li>See above comments (benefit section).</li> </ul>	<ul style="list-style-type: none"> <li>Signing up to a drop box service provider can have its benefits such as the provision of a delivery discount to the organisation.</li> </ul>
Set up a Centralised Ordering System (COS)	<ul style="list-style-type: none"> <li>A centralised ordering system allows all of the departments within a company, or companies in close proximity, to make purchases through a common purchasing system.</li> </ul>	<ul style="list-style-type: none"> <li>Streamline, track and manage your inventory more efficiently and avoid orders being duplicated.</li> <li>Prevent different suppliers being used for the same products and consolidate orders in fewer deliveries.</li> <li>Reduce the amount of time your staff have to process orders and invoices,</li> <li>Reduce waste and emissions as well as other costs saved through economies of scale.</li> <li>Provide a single point of contact to resolve issues to avoid communication breakdowns.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>

Activity	Approach	Benefits	Considerations
Utilise the procurement process	<ul style="list-style-type: none"> <li>A procurement process can be an effective tool in ensuring the targets of the DSP are met.</li> <li>The organisation can use its buying power to elicit change from its suppliers by inserting certain conditions into contracts.</li> </ul>	<ul style="list-style-type: none"> <li>Encourage suppliers to sign up to a best practice scheme and maintain high standards and practices.</li> <li>Improve the safety of their vehicles by adding additional safety equipment (e.g. sensors etc).</li> <li>Use cleaner more fuel efficient vehicles (newer euro engines, electric vehicles, cycle logistics etc).</li> <li>Prove they are actively trying to reduce their impact on the environment.</li> </ul>	<ul style="list-style-type: none"> <li>It may be possible to influence how suppliers work together and how they work towards meeting the targets of the DSP.</li> <li>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.</li> <li>Your contract and procurement team may be best positioned to do this.</li> </ul>
Establish joint procurement partnerships	<ul style="list-style-type: none"> <li>Create procurement partnerships with other organisations as this will allow orders to be consolidated at the supplier resulting in larger less frequent deliveries being made.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure delivery / servicing activity is more efficient and reliable with reduced fuel and delivery costs.</li> <li>Improve air quality and lower emissions as well as congestion on local roads with fewer delays.</li> <li>Reduce parking enforcement costs incurred by illegally parked vehicles.</li> <li>Reduce the risk of collisions with vulnerable road users including investment in new technologies.</li> </ul>	<ul style="list-style-type: none"> <li>The procurement team would be best placed to deliver this DSP target.</li> <li>More information on joint procurement can be found by following the link: <a href="http://ec.europa.eu/environment/gpp/pdf/toolkit/module1_factsheet_joint_procurement.pdf">http://ec.europa.eu/environment/gpp/pdf/toolkit/module1_factsheet_joint_procurement.pdf</a></li> </ul>

Activity	Approach	Benefits	Considerations
<p>Reviewing the supply chain and improving efficiency</p>	<ul style="list-style-type: none"> <li>Reduce or consolidate the number of suppliers by revising and simplifying your supplier base.</li> </ul>	<ul style="list-style-type: none"> <li>Identify where different suppliers are supplying similar goods and increase order sizes with fewer suppliers.</li> <li>Reduce the time spent of site by suppliers and the time spent by staff on dealing with deliveries.</li> <li>Reduce ordering and invoicing costs.</li> </ul>	<ul style="list-style-type: none"> <li>Communicate arrangements to staff to ensure smooth transition. This procurement team or staff responsible for managing suppliers are best placed to undertake this task.</li> </ul>
<p>Increase the use of local suppliers</p>	<p>You can increase the use of local suppliers by finding out which relevant suppliers are in your area.</p> <p>This can be done by using the internet or telephone directories. Where local supply does not exist you might consider:</p> <ul style="list-style-type: none"> <li>Undertaking initiatives for local market development;</li> <li>Working with local suppliers in developing their business / products / services;</li> <li>Organising local 'meet the buyer' events and inviting other public / private sector representatives to participate on the day; and</li> <li>Working with the Chamber of Commerce, Federation of Small Businesses etc</li> </ul>	<ul style="list-style-type: none"> <li>Reduce delivery and fuel costs and ensure delivery / servicing activity is more efficient and reliable.</li> <li>Reduce the total distance travelled by the delivery / servicing vehicles.</li> <li>Stimulate local economy and Improve air quality and lower emissions.</li> <li>Fulfil your organisations Corporate Social Responsibility goals.</li> <li>Ensure effective supplier management / development is more easily achieved.</li> <li>Gain a better understanding of local tastes and ensure these tastes are catered for.</li> </ul>	<p>Useful links to find local suppliers include:</p> <ul style="list-style-type: none"> <li>The Yellow Pages</li> <li>Local Business Forum</li> </ul>

Activity	Approach	Benefits	Considerations
<p>Reviewing the way courier and parcel deliveries and collections are handled</p>	<ul style="list-style-type: none"> <li>It is recommended that you encourage staff to stop requesting special delivery times (e.g before 9am) unless it is absolutely necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing the way courier and parcel deliveries and collections are handled can help to consolidate deliveries.</li> <li>Allow deliveries and collections to take place at the same time thus reducing the total number of trips.</li> </ul>	<ul style="list-style-type: none"> <li>Communicating the changes about requesting special delivery items to all staff.</li> <li>Requesting all orders have open delivery times and having a central point (post room / reception) where all parcels and deliveries can take place.</li> </ul>
<p>Use a consolidation centre</p>	<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"> <li>One location receives multiple deliveries from suppliers in a 'hub and spoke' model.</li> <li>Different goods for the same delivery location are grouped together at the centre.</li> <li>A single delivery vehicle delivers the consolidated goods to the recipient.</li> <li>The use of a consolidation centre can help reduce the number of delivery vehicles visiting site and improve operational efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Minimise downtime of staff as staff have the products they need when they need it.</li> <li>Ensure deliveries are more efficient and reliable reducing congestion on local roads as well as delivery and fuel costs.</li> <li>Allow deliveries to be made on Just In Time (JIT) basis minimising storage requirements on site.</li> <li>Improve vehicle utilisation and help to reduce noise, vibration and nuisance.</li> <li>Improve waste management as journeys from site can be used for waste removal.</li> <li>Improved security as screening of activities is conducted off-site.</li> </ul>	<p>If using a consolidation centre is an activity you wish to explore in greater detail then BCC may be able to assist you with setting one up.</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"> <li>Capital cost of the consolidation centre;</li> <li>Centre operating costs; and</li> <li>Additional handling stage in the supply chain</li> </ul> <p>Think about the opportunity costs of having greater space and less in house tasks to complete on site.</p>

Activity	Approach	Benefits	Considerations
Reviewing the waste handling activities	<ul style="list-style-type: none"> <li>• Conducting a site audit and risk assessment of all waste handling facilities / locations.</li> <li>• Reviewing internal procurement practices and Identifying if you can backload suppliers with waste from previous deliveries.</li> <li>• Assessing if different waste streams can be consolidated onto one collection vehicle (e.g. collect food and recyclable waste together)</li> <li>• Determining if waste collections can take place out-of-hours.</li> <li>• Assessing if having waste handling equipment on site (e.g. compactors) can help speed up the process and reduce the number of collections required.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce congestion on local road, minimise the number of waste collections and improve air quality.</li> <li>• Improve operational efficiency and save costs through contract negotiation with suppliers.</li> <li>• Reduce noise, vibration and nuisance.</li> <li>• Reduce the amount of waste disposed of at landfill and increase the amount of waste that is recycled.</li> <li>• Improve housekeeping on site and reduce the amount of time suppliers spend on site.</li> <li>• Minimise the distance staff have to travel to dispose of waste.</li> </ul>	<ul style="list-style-type: none"> <li>• Contact other businesses in your building or neighbourhood and ask them which waste contractors they are currently using.</li> <li>• There may be the opportunity to procure the same service providers which could cut costs and reduce the number of trips.</li> </ul>
Better manage servicing and maintenance activities	<ul style="list-style-type: none"> <li>• Have maintenance work requested by different departments / building tenants / neighbouring businesses carried out on the same day.</li> <li>• Have these activities undertaken by local suppliers and for these to be completed out of hours.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce the number of servicing vehicles visiting site and distance travelled by suppliers.</li> <li>• Improve air quality and lower emissions and the level of congestion on local roads.</li> <li>• Encourage best practice amongst suppliers and help to stimulate the local economy (if using local suppliers) and positive multiple effects.</li> </ul>	<ul style="list-style-type: none"> <li>• Security may be able to assist by letting engineers into the building and overseeing the work being carried out.</li> </ul>

Activity	Approach	Benefits	Considerations
<p>Working with other building tenants and neighbours</p>	<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. You might be able to work with other building tenants and neighbours by:</p> <ul style="list-style-type: none"> <li>• Procuring the same suppliers as your neighbours or other tenants in your building;</li> <li>• Establishing a joint booking in system; and</li> <li>• Ensuring suppliers consolidate deliveries to yourself and your neighbours.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce costs on servicing, waste and cleaning contracts etc and fuel costs from deliveries and time spent on site.</li> <li>• Reduce the number of delivery vehicles visiting site and congestion in jointly shared loading bays.</li> <li>• Reduce number of suppliers visiting the building / area and the number of parcel deliveries / collections.</li> <li>• Improve air quality and reduce emissions and traffic congestion in the local area.</li> </ul>	<ul style="list-style-type: none"> <li>• It may be beneficial to review arrangements with building tenants and neighbours on a regular basis to discuss any issues with contracts or new development such as new neighbours that could be included.</li> <li>• Deciding whether to have access as opposed to 'ownership' of provision, services and facilities is something to consider for helping reduce fixed overheads and to allow greater adaptability.</li> </ul>

## Smarter Supplier Relationships

Activity	Approach	Benefits	Considerations
Promote the use of sustainable modes of transport	<ul style="list-style-type: none"> <li>Your procurement department could negotiate with suppliers to see if its possible to use sustainable modes of transport such as electric cars / vans and bicycles for smaller items.</li> </ul>	<ul style="list-style-type: none"> <li>Improved air quality, reduced emissions, fuel usage and congestion on local roads.</li> <li>Meeting the company's environmental policy and carbon footprint and fulfil CSR goals</li> </ul>	<ul style="list-style-type: none"> <li>Rewards for sustainable travel through 'workplace challenge' schemes that tie in with workplace travel plans.</li> <li>Developing relationships with local bicycle couriers and exploring options of electric charging points / vehicles alongside information on car sharing and cycle to work schemes through grants and local authority funding.</li> </ul>
Develop use of legal loading locations and conduct	<ul style="list-style-type: none"> <li>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.</li> <li>Parking illegally can result in Penalty Charge Notices (PCNs) being issued which can in some circumstances, be passed onto your company to pay.</li> </ul>	<ul style="list-style-type: none"> <li>Minimising congestion on local roads, better site access and reduced parking enforcement costs.</li> <li>Improve the urban environment and quality of life for residents and build a positive rapport with the local community.</li> <li>Promote compliance with health and safety legislation and improve on-site health and safety to raise company standards.</li> </ul>	<ul style="list-style-type: none"> <li>Developing the use of legal loading locations could be introduced. Also provide a map, install a booking system and encourage off peak deliveries.</li> </ul>



Activity	Approach	Benefits	Considerations
Encourage best practice amongst suppliers and contractors	<ul style="list-style-type: none"> <li>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.</li> <li>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</li> </ul>	<p>Encouraging best practice amongst suppliers / contractors will help give you peace of mind that the organisation you contact takes safety and compliance seriously.</p> <ul style="list-style-type: none"> <li>Reduced risk of collisions with vulnerable road users and improved urban environment and quality of life for local residents;</li> <li>Reduced congestion on local roads and improved air quality and emissions;</li> <li>Reduced delivery fuel and parking enforcement costs, as well as increased driver and vehicle efficiency; and</li> <li>Improved compliance with health and safety legislation and improved on-site health and safety.</li> </ul>	<ul style="list-style-type: none"> <li>Research and explore FORS accredited suppliers and contractors or work with existing suppliers to develop their standards and benefit your operations.</li> <li>Work closely with your suppliers and built up a rapport as well as holding each to account for making improvements.</li> </ul>
Smarter procurement and outsourcing	<ul style="list-style-type: none"> <li>Clearly setting out performance obligations and looking to establish a few key suppliers and sub contractors to help with simplifying delivery and ordering processes.</li> </ul>	<ul style="list-style-type: none"> <li>Can establish good relationships and corporate behaviour between suppliers leading to meeting business targets and objectives.</li> <li>Consolidating orders via fewer delivery consignments reduces costs and environmental impacts on site.</li> <li>Helping to minimise human errors within the system and developing a more legible procurement patterns.</li> </ul>	<ul style="list-style-type: none"> <li>Considering what elements of the legal and contractual side would require amending or addressing to achieve a step change.</li> </ul>

## Delivery Management

Activity	Approach	Benefits	Considerations
<p>Raise awareness of site location</p>	<ul style="list-style-type: none"> <li>• Create a printable map detailing the location of your site, access and egress points, legal loading and unloading areas, restrictions, site speed limits and recommending routing.</li> </ul>	<ul style="list-style-type: none"> <li>• Direct traffic away from areas that have high densities of vulnerable road users such as schools and areas of poor air quality.</li> <li>• Ensure delivery / servicing activity is more efficient and reliable as suppliers will know how to find you.</li> <li>• Reduce congestion on local roads caused by 'lost' or illegally parked vehicles and parking enforcement costs incurred.</li> <li>• Reduce the fuel consumption of delivery vehicles as they will travel directly to site.</li> <li>• Improve on-site health and safety due to delivery vehicles having correct delivery information.</li> </ul>	<ul style="list-style-type: none"> <li>• This map should be uploaded to your website, distributed to new and existing suppliers and contractors and posted within the office / on site.</li> <li>• Disseminating both electronic and hard copies to local authorities and sharing the maps with neighbours and tenants of a shared office block.</li> </ul>
<p>Decrease the time suppliers and contractors spend on site</p>	<ul style="list-style-type: none"> <li>• Introducing a booking in system. providing a site map and promoting off peak deliveries will all help to decrease the time suppliers and contractors spend on site.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce on site congestion and subsequent impact on other deliveries and on site operations.</li> <li>• Minimise the on site health and safety risks these vehicles present to staff.</li> <li>• Reduce the amount of time your staff have to spend dealing with deliveries.</li> </ul>	<ul style="list-style-type: none"> <li>• Inform suppliers of your intentions to reduce the time they spend on site and how you can work together to make this work effectively.</li> <li>• Train staff on the new working procedures.</li> </ul>

Activity	Approach	Benefits	Considerations
Development of a workplace booking / management strategy	<ul style="list-style-type: none"> <li>A delivery booking in system could be introduced that will be used to regulate the flow of vehicles to site.</li> </ul>	<ul style="list-style-type: none"> <li>Allocate an individual time slot to each delivery and so reduce congestion. Avoid peak times.</li> <li>Align loading capacity to that of the loading facilities available and limit deliveries taking place in a given time.</li> <li>Ensure that any legal loading times / restrictions are complied with by visitors and staff.</li> <li>Reduce delivery costs and improve security due to having more efficient deliveries.</li> </ul>	<ul style="list-style-type: none"> <li>Make suppliers aware that all deliveries must be booked in before arrival by contacting the central booking office.</li> <li>Take details of the size of delivery and what it consists of and allocate bigger time slots to bigger deliveries to allow unloading/ storing.</li> <li>Train staff on the correct usage of the booking in system to ensure it is used effectively and efficiently.</li> </ul>
Arrange delivery / servicing activity to take place at off peak times	<ul style="list-style-type: none"> <li>The DSP champion, procurement team and suppliers should meet and discuss which activities are suitable to be conducted outside of peak or even normal working hours.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure delivery / servicing activity is more efficient and reliable as less traffic will be encountered. This will help reduce congestion on local roads.</li> <li>Improve air quality / lower emissions by reducing the amount of vehicles stuck in traffic jams. This will improve the local environment for residents.</li> <li>Create fuel savings, due to faster more efficient deliveries and being able to predict what the positive and negative impacts of helping disperse deliveries / collection patterns over a normal working day.</li> <li>Reduced Penalty Charge Notices (PCNs) due to increased availability of legal loading locations. Also minimises collisions with vulnerable users.</li> </ul>	<ul style="list-style-type: none"> <li>Having on site security staff to receive goods and setting up a secure location where items could be delivered to. Work with suppliers to implement.</li> <li>Implement the booking in system alongside this activity to better manage deliveries away from peak delivery times.</li> <li>Work with neighbouring properties who might be prepared to receive out-of-hours deliveries.</li> <li>Consultation with local residents / councillors is advised particularly where night time deliveries are concerned.</li> <li>Consider encouraging all suppliers / contractors to adopt the same mobile / SAT Nav application to help re-route, re-time deliveries with a mapping tool.</li> </ul>