Delivery and Servicing Plans

Making freight work for you
How to navigate this document

This document has been designed to be as easy as possible to navigate. We hope you find the navigation tools intuitive but, to help get you started, here are a few tips:

• You can scroll through the document in the traditional way or use the colour-coded index on the left-hand side to find a particular page. Roll your mouse over the index to reveal a short description of the content on each page.

• You can also roll your mouse over the section summaries to find out more about the information contained within each section.

• We have linked (in bold type) to other external information that we think you may find useful. Some pages within the document also link to other sections for related information.

• On the bottom-right of the page, you will find next, previous and back arrows.
  • Next advances you to the next page sequentially.
  • Previous takes you to the previous page sequentially.
  • Back takes you to back to the page you were reading immediately prior to the current page.

The back button could therefore be helpful if you are reading a page in section one, for example, and follow a link to section three for more detail. To return to your original position in the document, simply click the back button, as you would with your internet browser.
About this guidance

Successful organisations rely on supply chains delivering the right goods to the right place, at the right time.

A Delivery and Servicing Plan (DSP) could help you better manage deliveries, to ensure you have the supplies you need, and save money as a result.

DSPs also help reduce the negative impacts of delivery-related activities, such as CO₂ emissions, congestion and collisions.

TfL is keen to know how your DSP progresses. To keep us up-to-date, or if you would like advice on a particular freight issue, please email us: freight@tfl.gov.uk

This guidance will help you develop a DSP for your organisation:

Section 1
Introduces DSPs and explains how you will benefit from developing one

Section 2
Highlights the importance of data gathering to ensure your DSP is effective

Section 3
Sets out a range of tools and techniques that you could adopt to better manage freight activity

This guidance is aimed at organisations of all sizes though, as each site is different, the steps most relevant to you will depend on your specific circumstances.
Introduction

In this section:

• About DSPs
• Benefiting from your DSP
• Activities your DSP could help with
• DSPs and workplace travel plans
• Documenting the DSP
About DSPs
A DSP gives you a framework to make sure that freight vehicle activity to and from your building is working effectively for your organisation.

DSPs will specifically help you to:

• Proactively manage deliveries to reduce the number of delivery and servicing trips, particularly in the morning peak

• Identify and promote areas where safe and legal loading can take place

• Select delivery companies who can demonstrate their commitment to following best practice – for example, the Freight Operator Recognition Scheme (FORS)

Any site that receives deliveries and servicing activity can benefit from a DSP, whether it is small or large, or shared by multiple organisations.
Benefiting from your DSP

By completing an initial data collection exercise to better understand their current situation, organisations are often surprised by what they learn about the vehicle movements related to their site.

You can specifically:

**Save time and money**

- You’ll benefit from lower operating costs if deliveries are consolidated into larger, less frequent deliveries
- Free up the time staff spend receiving goods and completing procurement activities, such as processing invoices
- You can also take advantage of other supply chain efficiencies, such as economies of scale

**Improve reliability**

- You can ensure your supply chain continues to operate effectively during large planned events or other foreseeable disruption

**Improve safety**

- Fewer deliveries will help reduce the risk of accidents on-site. Every year, about 70 people are killed and 2000 seriously injured in accidents involving vehicles in and around workplaces. A significant number of these occur during deliveries and collections
- You can also help ensure that your site complies with health and safety legislation

**Reduce your organisation’s impact on the environment**

- There will be less harmful emissions associated with your building as a result of fewer journeys to and from the site
- Your work to better manage freight activity can contribute to your organisation’s corporate social responsibility objectives
- You can also create a more pleasant environment around the site and be seen as ‘good neighbour’
Benefiting from your DSP continued

Stakeholder benefits
As well as the benefits to your organisation, there are also advantages of DSPs to your suppliers and other stakeholders:

Benefits to suppliers/freight operators
- Fuel savings from reduced mileage
- Increased certainty over delivery times
- Reduced risk of collisions due to fewer journeys and less likely to unload in an unsafe location
- Less risk of having to park illegally and attracting penalty charge notices
- Reduced environmental impact

Benefits to local authorities and residents
- Reduced congestion
- Improved local air quality, as lower vehicle mileage results in reduced emissions
- Lower risk of collisions due to reduced journeys
- Improved quality of life due to reduced noise and intrusion
Activities that your DSP could help with

As all sites are different, a DSP is unique to the building it’s produced for. Yet there are some common activities that you may want to cover, such as:

- Deliveries and collections
- Servicing trips, including maintenance of office machinery, boilers, and lifts
- Cleaning and waste removal
- Catering and vending

You can make improvements by:

- Engaging facilities management to consider sustainable freight practices within the overall management of the building
- Working with procurement, suppliers and contracts management to embed sustainable freight practices within your procurement process
- Changing behaviour within a business, to reduce the frequency of stationery orders, for example
- Co-ordinating and managing delivery and servicing activities more effectively
- Encouraging safe and lawful loading, by providing legal loading areas or by scheduling deliveries when it is safe and legal to do so
- Adopting sustainable procurement practices

You’ll find more detail on the steps you can take to better manage freight activity in section 3.

DSPs are a key project within the London Freight Plan, which sets out the work that is needed to improve the sustainability of freight transport in the Capital.

Visit tfl.gov.uk/freight for more information on the London Freight Plan.
DSPs and workplace travel plans

You may be familiar with the travel planning process, which involves similar management, implementation and monitoring activities to DSPs.

A DSP can sit alongside, and work in conjunction with, an organisation’s travel plan, or Business Travel Strategy, to ensure that all transport associated with a site is efficient, cost-effective and as sustainable as possible.

As with Business Travel Strategies, effective DSPs involve staff from a number of departments. You’ll also need to work with suppliers and contractors to improve the efficiency of vehicle movements.
Documenting the DSP

All DSP-related activity should be captured in a central DSP document

In addition to the over-arching objectives for the plan, you should also try to identify specific targets for improvement in the document and set out an action plan detailing how the targets will be achieved.

As well as giving you a formal framework for implementation, documenting the DSP will help you provide evidence to support your environmental credentials. For example, TfL is exploring options to integrate DSPs with schemes such as BREEAM, the environmental assessment for buildings.

It could also help you generate management support for the DSP, which is important if changes to your organisation’s ways of working will be successful in the long-term.

Find out more about BREEAM

Setting specific targets will help you achieve the DSP objectives. For example, within two years you could aim for:

- A 20 per cent reduction in deliveries
- Seventy-five per cent of your contracted suppliers to be FORS members
Understanding your current situation

In this section:

• Importance of data collection

• Gathering the data

• Reviewing your business operations

• Site assessment

• Tackling common challenges to data collection

• Analysing the results
Importance of data collection

How many deliveries does your building receive each day?
As with a ts and business processes that generate delivery vehicle activity.

The data that you collect will form the benchmark against which you can evaluate the effect of the changes you introduce.

Many organisations are surprised by the results of the data collection stage, with many more deliveries and collections taking place than they had assumed.
Gathering the data

You should firstly record all the delivery and servicing vehicle movements to and from the site.

To be most valuable, the survey should capture all relevant vehicle activity over the course of a month, to try and ensure any irregular activities are included.

The best way of collecting the vehicle movement information will depend on your organisation’s structure and processes. In some cases, reception or security staff will be ideally placed to register and log delivery and servicing activities.

The key information you should try to capture includes:

- Who is the service provider visiting the premises (e.g., supplier, third-party logistics or courier services)?
- The frequency of service provider visits
- The type of goods being moved to or from the premises
- The quantity or size of goods being moved
- The urgency of these goods movements
- Current on or off-street loading practices
- Access routes
- Mode of transport (e.g., bicycle, van, HGV etc) and vehicle size, if possible
- Who is the delivery for (e.g., department, function, individual)?

Procurement teams may be best placed to gather any additional information from suppliers, such as delivery and collection reports from couriers.

Many organisations already have recording procedures in place for deliveries, such as a vehicle arrival sheet, so you may not need to collect additional information. If not, you might find it useful to use a template for collecting information, so you can ensure the data you have is consistent and can be more easily analysed.
Data collection template example:

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<tr>
<th>Date</th>
<th>Vehicle registration no.</th>
<th>Arrival time</th>
<th>Duration</th>
<th>Location</th>
<th>Received by</th>
<th>Delivery organisation</th>
<th>Vehicle Type</th>
<th>No. of items</th>
<th>Item description</th>
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Reviewing your business operations

As well as collecting data on existing vehicle movements, you also need to understand how your organisation’s working practices impact on freight activity.

In association with colleagues across the organisation, you should try to find out:

- Who makes day-to-day orders, and how frequently?
- What factors dictate the frequency of deliveries or supplier visits?
- Is there space to provide additional storage?
- Who makes contract award decisions, and what criteria are used?
- Is there scope for negotiation with suppliers in contracts, or are contracts due for renewal?
- What costs are associated with high-volume billing and invoicing (eg how much does it cost to process or pay an invoice)?
- Is there scope for reducing administrative processing time for payment of bills (eg a single monthly payment rather than numerous payments each month)?

You should particularly try to involve facilities/contracts/procurement staff in data gathering. This will help ensure that delivery or servicing activity, such as routine annual maintenance, which falls outside the on-site data collection period is captured.
Assessing the site

Identifying safe and legal loading and unloading locations will make deliveries easier, reduce local congestion and create a site safer for everyone.

Not all buildings will have dedicated on-site loading bays, so some delivery vehicles may have to stop at the kerbside.

Assessing where vehicles stop to unload, as well as common routes of both inbound and outbound delivery and servicing vehicles, will help you determine the most appropriate access points.

You could:
- Observe loading activity first-hand
- Ask delivery drivers where they usually stop
- Complete a structured site assessment

You should also consider health and safety issues when completing the site assessment, to assess whether any delivery activity causes a risk to your staff and other road users.

Factors to consider include:
- How does the vehicle enter your premises? Does it reverse in?
- Does the vehicle stop on the carriageway and is the carriageway part of the Barclays Cycle Superhighways scheme?
- How far does the delivery driver have to physically move the goods after unloading?
- Are there any areas where vehicles stop, but where loading/unloading is prohibited, such as red routes?

Further information on assessing the health and safety associated with deliveries can be found here.

It may be useful to obtain a map or a plan of the premises and local infrastructure, to help visualise the route of inbound and outbound delivery and servicing vehicles. This could also help you identify the most appropriate and safest access routes and locations for loading and unloading.
Tackling common challenges to data collection

The main challenges to delivery and servicing data collection may include:

- **No central receiving point – goods are received/dispatched by staff on an ad-hoc or individual basis**
  - **Solution:** Ask staff to record details of the deliveries they receive, and collate all of the information at the end of the survey period.

- **Staff unwilling to accurately or diligently record information on the nature of all delivery and servicing activities**
  - **Solution:** Early engagement of staff to help them understand the advantages of improving freight-related activity.
  - **Solution:** Implement a dedicated data collection process for a specified period of time.

- **Lack of resources to collate the information coming from disparate parts of the organisation**
  - **Solution:** Early engagement with senior management to promote the benefits of a DSP.
Analysing the results

Once you have collected the necessary information, you can start identifying particular trends. You may find, for example, that a particular supplier visits the site more than once a day, or that a number of different companies deliver similar products.

You can look for ‘quick wins’ while analysing the data. For example, if you find that four stationery suppliers deliver to your organisation four times a week, this could potentially be reduced to twice, or even once, a week.

You can also identify more complex areas where you may need to involve particular colleagues or departments if any changes are to be successful in the long-term.
Data analysis example

TfL has completed delivery surveys for its own premises. Examples of how the data can be illustrated and analysed are shown below.

Subsequent analysis of the collected data identified:

- A total of 205 deliveries over a five-day period
- Substantial morning peak time activity
- Couriers account for the largest number of deliveries
- Catering is a main generator of deliveries, though out-of-hours deliveries are used
DSP tools and techniques

In this section:

• Applying these tools and techniques to your organisation
• Managing deliveries
• Reviewing your supply chain operations
• Working with your suppliers
Applying these tools and techniques to your organisation

This section outlines a range of activities that you can adopt to better manage freight vehicle activity and save money.

As each organisation is different, the issues affecting deliveries and servicing trips will vary from site to site.

The activities outlined aren’t therefore exhaustive, but are provided as a prompt to help you identify the activities that are most relevant to your organisation.
Managing deliveries

Inform suppliers of the delivery location

Make sure your suppliers (both existing and new) know where they should be loading and unloading.

You could produce a map and place it on your website. It should also be included in communications with the supplier, such as the contract agreed between you.

Snapshot

Network Rail, London Bridge station

Network Rail manages delivery activity and uses a map to promote its delivery vehicle access points to tenants and their suppliers at London Bridge station.
Implement a delivery booking system

A delivery booking system should ensure that deliveries will be managed according to the capacity of the loading facilities available. It can help manage deliveries away from peak hours and minimise congestion on-site, as each delivery should have a specific time slot.

To get the most of a delivery booking system, you should set it up so that, when orders are placed with a supplier, they are informed of the system and have to contact a central point to reserve a time slot for arrival.

There will still be unexpected deliveries but, by ensuring you have capacity around your regular slots, you should be able to accommodate these more easily.

Delivery booking systems can also be used to avoid particular time windows when you would prefer to not receive deliveries.

Snapshot

James McNaughton

James McNaughton has worked with its suppliers to install an online delivery booking system. This has eased congestion on the site and ensures that deliveries are made as efficiently as possible for all parties.
Managing deliveries continued

Move deliveries outside of peak, or normal working, hours

It may be possible to reschedule some or all deliveries to outside of peak, or even normal working, hours.

Out-of-hours deliveries may not be suitable for all deliveries, but you could discuss the options available with your suppliers. A key issue is often that staff normally tasked with dealing with deliveries are not available. Possible solutions to this problem include:

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

Snapshot

Almo

The offices of Almo have moved £40,000 worth of orders to one of their suppliers that deliver outside of peak hours, resulting in reduced congestion both on-site and locally.

Almo also worked with its suppliers to consolidate deliveries. This led to deliveries being reduced from the main supplier by two-thirds.

Find out more about working with your suppliers on page 34
Managing deliveries continued

Reduce the time spent on-site by suppliers

The less time a supplier spends on-site, the less likely it is that there will be congestion and subsequent impacts on following deliveries.

A booking system could reduce this by giving defined unloading times. You could also pre-position waste bins for collection, or have an unloading team and the appropriate mechanical handling equipment ready for large deliveries.

Demand for space often means that loading bays are used for other means, such as staff parking or waste storage. Keeping loading bays free for their intended purpose will mean safer, more efficient loading and unloading.
Reviewing your supply chain operations

You can reduce delivery activity, increase efficiency and save money by examining your supply chain and reviewing your ordering and stockholding processes.

Reduce delivery, servicing and collection frequencies

Less frequent visits by companies that deliver to and/or collect from your building means that fewer journeys, and therefore less mileage and CO₂, will be associated with the site.

Consider what deliveries or collections you could reduce. Examples may include office stationery, catering supplies and waste.

Some deliveries may attract a delivery charge, particularly if the value of the goods being delivered is small. If you have storage space available, you may find that delivery charges are waived if you buy in greater volumes. You’ll also free up staff time as you won’t need to order as frequently.

Snapshot
London Borough of Hackney

The Borough reviewed the management of cash collections from its offices. Collections from low cash flow offices were reduced to a single weekly collection. By reducing the number of journeys made, it is estimated that this will cut costs by six per cent.
Establish a centralised ordering system

A centralised ordering system reduces the likelihood of different suppliers being used for the same products, or of numerous orders being made to the same company. As a result, you can save money by negotiating with the supplier thanks to economies of scale. You can also reduce invoicing and processing costs.

While sophisticated systems are available, this activity doesn’t necessarily need to be expensive; for example, you could simply nominate a member of staff to oversee goods ordering.

A centralised ordering system is particularly beneficial to an organisation with multiple and disparate departments sharing the same site.

Snapshot

University of Westminster

By consolidating orders, the University reduced invoice processing costs by around £100 per order. This was achieved by increasing orders by a factor of 6, which removed the processing costs of 5 invoices.
Reviewing your supply chain operations continued

Use the procurement process

The procurement process is a key tool for any organisation that wants to promote sustainable freight activity.

By inserting particular requirements into a contract, you can encourage your suppliers to:

- Operate freight vehicles safely and lawfully
- Reduce their impact on the environment
- Reduce costs by following best practice and improving the efficiency of freight movement

You could encourage your suppliers to join a best practice scheme, such as TfL’s Freight Operator Recognition Scheme (FORS).

Snapshot

KPMG

Prior to awarding a contract, KPMG asks prospective suppliers to provide information showing how they will:

- Operate efficiently
- Identify and use sustainable and environmentally-friendly transport solutions
- Highlight measures they will take to minimise traffic impacts
Reduce or consolidate the number of suppliers

Review your supplier base. You may have different suppliers delivering similar products.

Simplifying your supplier base could deliver cost benefits through economies of scale, as well as improved efficiency as a result of reduced ordering and invoice processing.

Snapshot

Emirates Stadium

Emirates Stadium switched its milk and dairy supplier, so that all dairy products are delivered along with other catering supplies. This reduced the time staff spend dealing with deliveries and also saves the company money by having fewer invoices to process.
Couriers and parcel deliveries/ collections
Couriers or specialist delivery companies often account for a large proportion of visits to a site each day.

This may be due to staff requesting that orders are delivered before a certain time (e.g., 09:00) when it isn’t necessary. This type of delivery will also often be more expensive.

If orders are placed with open delivery times, then it should enable the courier to consolidate all the deliveries to one site into fewer visits a day.

To encourage changes in behaviour, you could issue guidance to your staff, or nominate a staff member to monitor procurement and ensure that staff are only requesting special delivery time periods when necessary.

Centralised booking system for courier collections
If a courier is needed to collect a package, it may be more efficient to install a centralised system for this process to remove duplication in the organisation. Some companies use their post room for this purpose, while others use the reception.

Of course, urgent collections can still take place but planning will help ensure that they are minimised, particularly as last-minute ordering often attracts a premium price.

You can make the process more efficient by encouraging couriers to both drop-off and collect at the same time, where possible.
Reviewing your supply chain operations continued

Waste management

Review how your waste is collected. You may have different suppliers collecting different waste streams, or even the same supplier collecting different waste streams on separate vehicles.

You may also benefit from installing waste handling equipment, such as compactors, while waste is suitable for out-of-hours collections. Discuss available options with your contractor.

Consider whether your current suppliers that deliver goods will also take back waste on their return journeys. Electrical and IT equipment are good examples and could help you comply with Waste Electrical and Electronic Equipment (WEEE) regulations. Visit the Environment Agency website for more details.

Snapshot

Eversheds

Eversheds changed its waste collection contract so that its food waste is collected at the same time as its recyclable waste, three times a week. This has led to a 40 per cent reduction in waste collection trips.

Amicus Horizon

Amicus Horizon installed two waste compactors, reducing waste collections by two-thirds.
Reviewing your supply chain operations continued

Consolidation centres
Consolidation centres are designed to minimise vehicle journeys, while also improving delivery reliability and efficiency.

Organisations with a number of sites that each receives separate deliveries from the same supplier may particularly benefit from a consolidation centre.

The basic concept behind a consolidation centre is that:

• One location receives multiple deliveries from suppliers

• Different goods for the same recipient are grouped together at the centre

• A single delivery vehicle delivers the consolidated goods to the recipient

• This helps reduce the number of journeys needed and minimise disruption for the recipient

Other benefits include:

• Off-site security screening of deliveries

• As you need to store less stock on-site, you can release floor space for other means, while still having easy access to the supplies you need
Servicing trips
The servicing and maintenance that your building and
equipment needs will often result in engineers being
on-site, as a van or other vehicle is generally required
to carry parts and tools.

Consider scheduling service trips out-of-hours
and working with your suppliers, including facilities
management companies, to identify ways of reducing
vehicle trips associated with this activity. This may
include working with local suppliers.
Cooperative working with building tenants and your neighbours

Working with other tenants in the same building, or other nearby organisations, to better manage deliveries can deliver cost savings.

There may also be issues such as congestion associated with a shared loading bay that you may want to address.

Collaborative activities that you could consider:

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

This list is not exhaustive. You will have a better idea as to what can be achieved if all organisations complete a **data collection exercise** over the same time period.

Snapshot

**Natural History Museum**

The Natural History Museum shares a number of services and suppliers with their neighbours, especially the Science Museum as they share the same service entrance. The joint procurement of cleaning and waste services with the Science Museum will result in both museums achieving cost savings on their waste and cleaning contracts, as well as reducing the number of vehicles coming to the site.
Reviewing your supply chain operations continued

Wider collaboration
Even though DSPs are intended to focus on individual organisations and businesses, some of the DSP activities outlined in this guidance can be applied to whole areas.

Area-wide DSPs may be particularly useful where a number of organisations are located in a specified area, such as an industrial estate or Business Improvement District (BID).

Snapshot
Holborn BID
More than 220 companies located in the Holborn area are using a free waste collection service operated by inholborn BID.

This has led to one electric vehicle replacing 85 waste collection vehicles that previously operated in the area.
Planned events
Large-scale planned events, including demonstrations and road closures, can impact on your supply chain and affect the reliability of deliveries that your organisation needs.

By improving your understanding of the elements that make up your supply chain, your DSP will help you assess the impacts of different events and enable you to work with your suppliers to overcome any issues at an early stage.
Working with your suppliers

It’s essential to work in partnership with your suppliers to achieve the objectives of the DSP. Your suppliers may well have their own ideas and recommendations on how particular issues can be resolved.

Promote the use of low or no emission vehicles/modes

Changing delivery mode

While vans and lorries are the vehicles most commonly associated with freight movement, cycles and motorcycles are more suitable for smaller items.

Procurement staff could negotiate with suppliers to establish whether this is a possibility.

At the other end of the spectrum, you could consider procuring services from a waste management company that removes waste from the city by water.

Electric or hybrid vehicles

The range and performance of electric and hybrid vehicles is increasing all the time. Encouraging suppliers to switch their vehicles to greener vehicles will reduce the carbon footprint of your supply chain, and could save you and the supplier money.

Snapshot

James McNaughton

James McNaughton has purchased an electric delivery vehicle to deliver paper into London. This replaces a diesel vehicle and saves around £5000 in fuel and 14 tonnes of CO₂ emissions per year.
Working with your suppliers continued

Promote the use of legal loading locations

Suppliers may often have difficulty finding locations to load and unload which does not result in a Penalty Charge Notice (PCN) being issued to them. Inconsiderate parking by suppliers also contributes to local congestion.

Working with your suppliers and adopting changes to delivery schedules and identifying loading locations can reduce the likelihood of the supplier receiving a PCN, which you may ultimately pay for.

Snapshot

Prêt a Manger

Prêt a Manger has attempted to reduce the high level of PCNs that suppliers incur. The review of business practices showed these were being passed on to Prêt a Manger under an open book contract. The reduction has been achieved through adopting changes to delivery routes, and has resulted in PCN costs being reduced from around £1,000 per week to around £600 per month, a direct cost saving of over £3,500 a month.
Encourage best practice scheme membership amongst suppliers

To be confident that you’re using a high-quality company, you should encourage your suppliers to join a best practice scheme, such as TfL’s Freight Operator Recognition Scheme (FORS), if they haven’t already done so.

Find out more about FORS, and encourage your suppliers to join, at tfl.gov.uk/fors

About FORS

FORS is helping van and lorry operators across the Capital to be safer, greener and more efficient.

All FORS applicants need to pass an independent assessment of their operation to gain membership, while members also have effective risk management policies in place covering their drivers, vehicles and operations.

By contracting FORS members, you may also benefit from cost savings, as members have access to a range of benefits designed to help them improve further and become more efficient.