



# Delivery and Servicing Plan Guidance

Planning for Safe, Clean, and Efficient freight in London

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MAYOR OF LONDON



**TRANSPORT  
FOR LONDON**  
EVERY JOURNEY MATTERS

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# 1. Introduction: What is a DSP?

A Delivery and Servicing Plan (DSP) sets out how building occupiers will enable Safe, Clean and Efficient deliveries to their site.

DSPs are usually created for new development sites (or when there is a change of use at a site). A DSP is usually secured by means of a section 106 obligation or similar planning condition once planning permission is granted to a developer by the local authority.

However, they can also be used to optimise the delivery and servicing activities at existing sites. While a DSP can be put in place at any time for an existing site, it is perhaps most useful when there is a change of landlord, management company or tenants or owner.

Regardless of whether it applies to a new or existing site, the DSP should be a live document that is updated over time to reflect changes.

The DSP covers both deliveries and servicing made to the business(es) at the site, and the personal deliveries made to its employees, or to its tenants/occupiers in the case of residential uses.

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## The DSP covers:

- the physical design and layout of the site, and how it provides adequate provision for delivery and servicing activity from day one;
- the day-to-day policies and measures which will be implemented so that deliveries and servicing are appropriately managed, and how the disruption and environmental impact of that activity locally will be minimised over time. It should set appropriate targets for continuous improvement; and
- it also sets out the forecast trip rates for the site.

## 1.1 About the DSP Guidance

This document replaces the previous Guidance which was prepared for a past Mayor's Transport Strategy (MTS) in London. It provides links to tools and templates to help you prepare a DSP. Planning authorities, such as London boroughs, also produce their own guidance which should be used.

Good practice ideas and case studies are emerging all the time so please keep checking the TfL website: <https://tfl.gov.uk/info-for/urban-planning-and-construction/guidance-for-applicants>.

This document fulfils a commitment set out in the **Freight & Servicing Action Plan** (FSAP, 2019):

### Action 17

To support Good Growth as set out in the Mayor's Transport Strategy and draft London Plan, we will work with our partners to ensure freight and servicing is carefully planned for in new developments. This is particularly important in Opportunity Areas. We will achieve this by:

*Working with our partners, in particular the boroughs, to update the Delivery and Servicing Plans guidance and Transport Assessment Guidance to ensure they are produced for all developments so that freight can be adequately planned for from the outset, starting with publishing updated Delivery and Servicing Plan guidance by Spring 2020.*

Although this Action focuses on new developments, this Guidance is intended for both:

- planning applicants, developers and their appointed planning consultants: to use in preparing their DSPs as part of the [Transport Assessment](#) submitted as part of a planning permission; and
- existing businesses: landlords, tenants and management companies – at time of first occupation; then 6 months in; then annually or every time change of occupancy or usage (including those outside planning permission parameters). Management companies/ landlords can use mechanisms to secure the adherence of tenants. These can be the lease itself, a Memorandum of Understanding or an Operational Statement, for example.

## 1.2 Using the DSP over time

Any site that receives deliveries or has servicing activity (including waste collection and recycling, and facilities management) can benefit from a DSP. This applies to large and small facilities and those occupied by a single business or by multiple organisations, and to personal as well as business deliveries. Much of the content of the DSP can also be shared between multiple sites.

The DSP needs to evolve over time and needs to be owned by different agencies, as summarised in Figure 1 below.

In a new site, the responsibility for the DSP lies with the developer but must be passed on to the landlord on occupation. The requirements of the DSP may be included in leases and contracts with occupiers.

In an existing site, the DSP will most likely be produced by the landlord or management company.

The delivery of the DSP is the responsibility of the building occupiers.

It is important that the DSP is communicated to everyone in the building, so that there is a sense of ownership and responsibility. This is not just a one-off action at the start – the communication and implementation of the actions in the DSP needs to be an ongoing conversation and challenge.

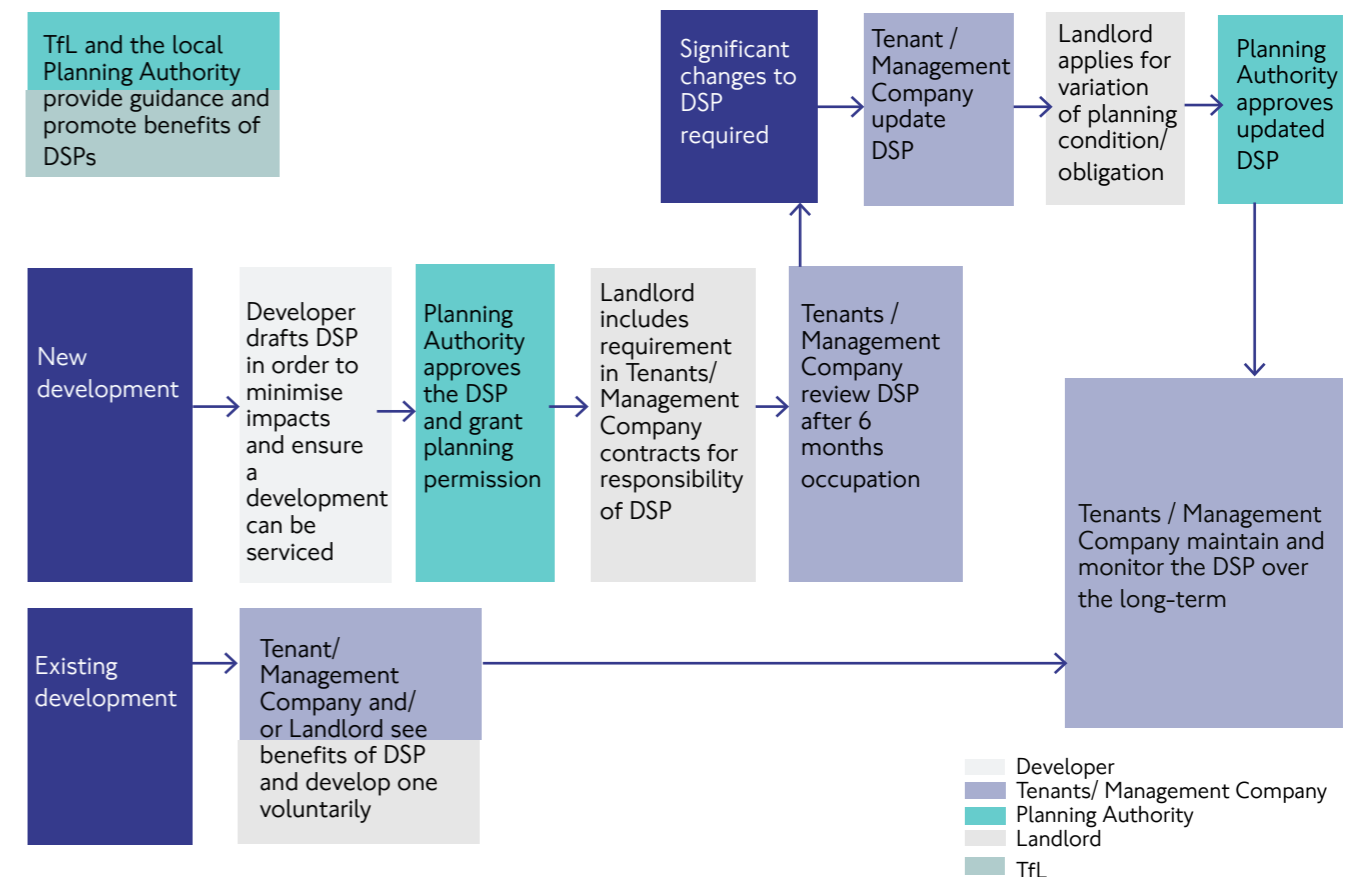


Figure 1: Stages and Responsibilities for implementing a DSP over time

### 1.3 Related documents

DSPs sit within a suite of documents related to transport and development:

- **Transport Assessment (TA)**  
The on-site infrastructure for Deliveries and Servicing should always be designed into schemes and shown and checked in the planning drawings and general TA prior to planning permission being granted. TfL has published Guidance on preparing Transport Assessments which will help to embed Vision Zero and the Healthy Streets approach.
- **Construction Logistics Plan (CLP)**  
The arrangements for deliveries that are part of the construction phase of a new development are set out in a CLP. This sets out how the environmental impact, road risk and traffic impact of the construction will be minimised. TfL has published Guidance for preparing Construction & Logistics Plans.
- **Travel Plans** can help to reduce the impacts of personal travel of employees (to and from work), residents, and people travelling to other facilities including schools and leisure facilities. TfL has published Guidance on [Travel Plans](#) and a [Smart Commuting Toolkit](#).
- **Case studies** of good practice and other useful information on freight are also available on TfL's website.
- In summer 2020 TfL issued **Supplementary Guidance on freight and servicing** as part of the Streetspace for London programme: <https://tfl.gov.uk/info-for/boroughs-and-communities/streetspace-funding>.



### 1.4 Benefits of doing a DSP for developers, landlords, management companies and tenants

There are benefits in terms of cost savings to the business, improved neighbour relations and reduced environmental impact of site occupiers where a DSP is effectively implemented:

- save time and money, for example a delivery booking system can free up space and employees' time;
- contribute to Corporate Social Responsibility, for example out-of-peak delivery hours can reduce local congestion, and cleaner and more efficient deliveries help to achieve carbon reduction targets; and
- improve everyone's safety, for example by providing adequate off-street loading bays.

### 1.5 DSP Template

The DSP should contain key information including objectives and targets.

**Table 1** below sets out the typical sections that a DSP should have. The most important section sets out the measures that will be implemented to manage deliveries and services - section 3 below.

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Section in DSP	What it does
<b>1. Introduction</b>	<ul style="list-style-type: none"> <li>Set out the purpose of the DSP in the context of the relevant development or site</li> <li>A description of the site, its various uses and classes.</li> <li>Site plans, maps, internal plans, location of loading and storage provision</li> <li>The different roles and who will do what in implementing the DSP over time. This should include the names and contact details for developer, landlord and property manager</li> </ul>
<b>2. Specific information about the site (&amp; appendices)</b>	<p>This section needs to be shaped according to the characteristics and needs of the individual site or development.</p> <ul style="list-style-type: none"> <li>Site Plan and map showing its location and context</li> <li>Context of local roads and transport</li> <li>Access and egress</li> <li>Swept path analysis</li> <li>Designated areas for delivery and servicing, such as on-site loading bays,</li> <li>Location and description of designated storage facilities, including ambient and chilled storage</li> <li>Type of occupation</li> <li>Approach for different types of servicing, such as utilities servicing; waste collection and management; business services</li> <li>Storage of items, sorting of items (such as items for recycling) for both personal and business deliveries</li> </ul>
<b>3. Objectives and measures</b>	<p>The most important information to include in the DSP is the list of measures that will be taken at the site to meet the Plan's objectives.</p> <p>Objectives These objectives need to derive from regional and local policy. Section 2 and Appendix A of this document summarise the relevant policy for London. Appendix B suggests some potential DSP objectives.</p> <p>Measures to meet the objectives</p> <ul style="list-style-type: none"> <li>These measures include both physical infrastructure and day-to-day policies and management.</li> <li>An example of infrastructure is providing sufficient waste collection and storage facilities and appropriate loading bays in the site</li> <li>An example of a policy is requiring suppliers to use low emission vehicles</li> <li>This section should demonstrate that provision has been made for the future as well as the first day of occupation.</li> <li>An example of this would be designating spaces that in future could accommodate electric vehicle charging points</li> <li>Different measures may be identified for different stages: for example some will only apply once the building is fully occupied</li> <li>It should also set out how building occupants will be notified of their obligations under the DSP and kept informed of any changes over time</li> <li>It set out who is responsible for implementing what in the DSP and how it will be monitored</li> </ul> <p>A long list of measures is provided in Chapter 4 of this document</p>

Section in DSP	What it does
<b>4. Data on trip rates and targets</b>	<p>In this section you need to set out the number of delivery and servicing trips you expect the site to have. This should be organised by weekday and weekend (if appropriate), the trip purpose (delivery or servicing, and what types of each). There are tools available to help you forecast these (see Chapter 4).</p> <p>You should also set targets for how these trips will be reduced over time, and their impacts mitigated over time. Targets should be SMART: Specific, Measurable, Achievable, Realistic and Timely.</p> <p>The kind of targets expected in a DSP include:</p> <ul style="list-style-type: none"> <li>Reduction of delivery and servicing trips by a percentage over a specified period</li> <li>An increase to the proportion of low or no emission vehicles using the site by a percentage over a specified period</li> <li>The installation of [additional] facilities for electric vehicle charging point on site within a certain time</li> </ul> <p>Once the building is occupied and operational (6 months to a year following completion), you need to survey what is actually happening. This sets a baseline for future monitoring the DSP.</p> <p>Appendix C is a template for a survey.</p> <p>It is also important to refresh the data (and the DSP as a whole) again if there are changes of building use or new tenants move in, or if there are other significant changes of circumstance including business growth.</p>
<b>5. Monitoring and refreshing the DSP</b>	<p>This section explains how the implementation of the DSP will be monitored and any adjustments to its policies and targets made. It needs to link back to the objectives and explain what specifically will indicate success. For example, an aspiration to reduce the impacts of freight will need to be measured in terms of the number of vehicle trips, the types of vehicles used and so on.</p>

Table 1: Suggested template for a DSP



## 2. Policy Context

The DSP should contain key information including objectives and targets.

### 2.1 Overview

The DSP should set out how it will meet the policies set out in relevant:

- local (such as the Local Plan and any Supplementary Planning Guidance)
- regional; and
- national policy documents

In London, the Mayor has set a target of 80% sustainable mode share by 2041. This means prioritising walking, cycling and public transport and the adoption of the [Healthy Streets](#) approach.

For deliveries and servicing the approach set out in the London Plan (2020), the MTS (2018) and the Freight and Servicing Action Plan (FSAP, 2019) is to promote Safe, Clean and Efficient freight and servicing.

The main relevant points are summarised below. Appendix A is an extract of the relevant sections from the London policy documents, which can be used in individual DSPs.

#### SAFE

*...between 2015 and 2017 police data shows that more than 1,000 people were killed or seriously injured in collisions involving goods vehicles in London. In the same period goods vehicles were involved in one-third of the total number of deaths resulting from collisions on London's streets. This is despite LGVs and HGVs comprising less than one-fifth of the total vehicle kilometres travelled by all motorised road vehicles in London. The street is the workplace for freight and we should strive to make this workplace as safe as any other<sup>1</sup>.*

#### CLEAN

Almost 30 per cent of harmful emissions in central London came from delivery vehicles in 2016<sup>2</sup>

- London's transport network to be zero emission by 2050 (Policy 7, MTS)

Road transport is the single biggest source of some of the most dangerous air pollutants in London. As a proportion of this, freight contributed 33 per cent of NO<sub>x</sub>, 29 per cent of PM<sub>2.5</sub> and 23 per cent of CO<sub>2</sub> in 2013, despite comprising only 17 per cent of total vehicle kilometres in London in the same year. Freight journeys have been increasing and are expected to continue growing, further contributing to poor air quality and CO<sub>2</sub> emissions if no action is taken<sup>3</sup>.

<sup>1</sup> FSAP p37

<sup>2</sup> Travel in London 12, TfL, 2019

<sup>3</sup> FSAP p37

## EFFICIENT

- Prioritisation of space-efficient modes of transport to tackle congestion and improve the efficiency of streets for the movement of people and goods, with the aim of reducing traffic levels by 10-15 per cent by 2041 (Policy 5, MTS)
- ...reduce the adverse impacts of freight and servicing vehicles on the street network. Reduction of number of lorries and vans entering central London in the morning peak by 10 per cent by 2026

Reduce
the number of deliveries
Re-mode
to low or zero emission vehicles, including cargo bikes
Re-time
out of the peak hours

Figure 2: The Safe, Clean and Efficient approach in practice

As set out in the FSAP, key to the MTS and the London Plan is the concept of Healthy Streets, which puts human health and experience at the centre of planning in the Capital. Healthy Streets are environments where people feel safe and want to walk, cycle and use public transport. New developments will be expected to be designed to encourage safe, low emission and efficient delivery and servicing trips. At the same time, it is recognised that London's continued success relies on safe, reliable, sustainable and efficient goods deliveries and servicing. By moving trips away from the private car, more road space is made available for essential trips.

## Healthy Streets

*Our city is set to transform as we deliver our vision for Healthy Streets. Achieving this vision will significantly change the operating environment for freight and servicing vehicles by reallocating road space to walking, cycling and public transport. This reallocation of space is an essential part of achieving our aim for 80 per cent of personal trips to be made on foot, by cycling or using public transport. We know from our engagement with industry that there is some concern that this will reduce the space available for freight and servicing trips, and risks worsening the impacts of congestion. However, moving trips out of the car and on to these more space-efficient modes of transport will release road space for the freight and servicing trips on which our city relies<sup>4</sup>.*



<sup>4</sup> FSAP p73

# 3. Measures to include in the DSP

The DSP should contain key information including objectives and targets.

The measures you include in the DSP need to be appropriate for the site and its occupants and may need to evolve over time. This section sets out the measures that TfL would expect to see in DSPs in London. They are drawn from the policies in the London Plan and the MTS. It is expected that, where possible, further measures would also be included to ensure continuous improvement. Targets should be set where possible.

This is not intended as an exhaustive list of measures. Please see also the [Freight and Servicing Action Plan](#) and the various [toolkits on TfL's website](#). Looking at other existing DSPs – which are usually on the website of the relevant local authority – is also helpful in identifying good practice ideas. The DSP is not a one-off act, it is a live document that will need updating over time.



## 3.1 SAFE

The DSP must show how potential conflicts with pedestrians and cyclists have been removed or managed. There is [Information about delivering safely](#) on TfL's website.

### Loading and unloading

The DSP should describe the designated spaces for vehicle loading and unloading and how they will be managed. Adequate space should be provided off-street, with on-street loading bays used only where this is not possible and only where marked facilities are provided, as shown in **Figure 3**.

Where there is no other option but parking on the carriageway, the DSP should set out how the impacts on other road users will be managed. This should take into account specific features of the site, such as where there will be a need to cross a cycle lane to carry out the delivery service. See the [Kerbside Loading Guidance](#) for more information.

It is important to note in this context that the drivers of freight vehicles (once they leave the vehicle) are effectively pedestrians. This is also the case for building occupants who are receiving goods and servicing.



Off-street facilities should be considered for new developments. In existing sites, the original DSP may have specified off-street facilities, and these should be brought back into use if this is the case.		
1 <sup>st</sup>	Off-carriageway  (i.e. designated yard or bays within the building itself)	<ul style="list-style-type: none"> <li>• Ideal option</li> <li>• Must be considered for new developments</li> <li>• In existing developments, check and challenge where deliveries are being made on-carriageway</li> </ul>
Side roads may be appropriate, but consider impacts on other road users and residents		
2 <sup>nd</sup>	On side-roads	<ul style="list-style-type: none"> <li>• May be appropriate, but check restrictions and impact in terms of noise and other road user access if the area is residential</li> </ul>
Footway options are only to be considered in locations where they have been authorised by the local authority, such as a marked loading bay		
3 <sup>rd</sup>	On footway  (vehicle mounts kerb and rests on footway)	<ul style="list-style-type: none"> <li>• Must allow people to continue to use the footway safely</li> <li>• Check that infrastructure is appropriate</li> </ul>
	Inset bay	<ul style="list-style-type: none"> <li>• Advantage of not taking carriageway space and retaining enough space for footway users</li> </ul>
	Half-on, half-off  (vehicle mounts kerb, partially rests on footway)	<ul style="list-style-type: none"> <li>• Last resort. Must be careful of impacts on footway and carriageway users</li> </ul>

Figure 3 - Hierarchy of waiting arrangements<sup>5</sup>

### SAFER VEHICLES

There are a number of requirements already in place in London to make vans and lorries safer. The [Direct Vision Standard](#) will require HGVs to have a permit showing that they meet certain safety standards in order to operate in London.

The [Fleet Operator Recognition Scheme \(FORS\)](#) is a voluntary accreditation scheme that recognises operators who have adopted cleaner, safer and more efficient practices. Procurement can be used to encourage operators to adopt the latest safety and environmental standards.

### DESIGNING IN SAFETY

The DSP should set out how the site will be designed and operated to ensure the safety of pedestrians and cyclists in the surrounding area, as summarised in Figure 4 below. Please see the [Streetscape Guidance](#) for more information and the toolkits.

As a minimum:

- show how vehicles will enter and exit in forward gear (no reversing in or out of the site);
- show where vehicles will stop for loading and unloading, at what times this will be permitted and how they will be escorted in and out. See [loading guidance](#);
- show how you have considered the interaction with pedestrians and cyclists.

<sup>5</sup> Adapted from Kerbside Loading Guidance, TfL, January 2017

- Safety so that parking and loading does not compromise the road safety or personal safety of pedestrians
- Comfort to ensure the space that loading services need does not restrict pedestrian movement or create pinch points to create conflicts
- Inclusivity to help ensure disabled people are not disadvantaged. For example by ensuring there is room on the footway for wheelchair users and that loads are not left in an unsafe place
- Directness to allow pedestrians direct movement and prevent them having to deviate off their desire lines along the footway or crossing points
- Legibility helps ensure the space supports intuitive behaviour so that any pedestrian knows where and how the space is used for delivery services
- Attractiveness to support the look and feel of the street to enable a healthy streets outcome.
- Connectivity regarding the wider road network on how deliveries are managed. This is in relation to parking, loading, unloading and leaving.

Figure 4 - Design in Safety checklist

around the site, such as cycle lanes and parking, nearby pedestrian crossing points;

- describe the signage you will provide to inform other road users of the delivery and servicing activity;
- implement a 'signed for' and/or approved couriers scheme for deliveries; and
- show how the design of the scheme integrates with public realm.

Ideally:

- use procurement to specify FORS compliance as a condition for suppliers; and
- increase the FORS standards required over time (from Bronze to Silver and then Gold).

### 3.2 CLEAN

There are a number of schemes in place or planned in London to mitigate the impacts of motorised vehicles, and which are relevant to DSPs:

- [Low Emission Zone](#) applies to all of Greater London since February 2008, and the emissions standards will be tightened in March 2021;
- [Ultra Low Emission Zone](#) – began in central London in April 2019; and is planned for expansion to the North-South circular in October 2021;
- London boroughs have also begun to introduce their own controls on the type and emissions levels of vehicles that can use certain streets at specified times of day (including City of London and Hackney);
- Further zero emission zones are likely to appear in the next few years; and
- FORS Silver and Gold standards include commitments to reducing environmental impacts.

It is the responsibility of the vehicle operator to comply with these schemes but the DSP should show how they understand them and will support operator compliance. The DSP should consider uses of non- motorised transport, such as [cycle freight](#), e.g. cargo bikes. Please see the [cargo bike toolkit](#) on TfL's website.

As a minimum:

- ensuring that the overall volume of trips is as low as possible (see Efficient below);
- implementing a delivery booking system; and
- identify opportunities now and in the future to use non-road vehicle modes (The Mayor aims to reduce the number of lorries and vans entering central London in the morning peak (07:00-10:00) by 10 per cent by 2026.

Ideally:

- using procurement to move your suppliers to low or zero emission modes of transport;
- design in space for electric vehicle charging points; and
- an aspiration to use sustainable transport.

### 3.3 EFFICIENT

#### Preferred supplier

A group of businesses—either in the same building or the same area - commit to using the same suppliers. BIDs can facilitate this where they are in place. This can reduce the number of trips and deliveries by, for example, specifying that common supplies (such as milk) or services (such as waste collection or couriers) come from the same supplier. This has further impact if the contracts also specify the use of low or zero emission vehicles, for example.

#### [Personal deliveries management for staff](#)

A policy which discourages or bans these in order to move deliveries out of the peak in the city centre. Ideally educate staff on the alternatives available, such as pickup points. Some companies have a corporate account that employees can use. For existing premises - undertake a survey to see what is currently happening – [survey template](#).

Retiming—reduce impacts on road space and emissions by moving delivery times to early morning, evenings and weekends, if that is viable. The context of the [London Lorry Control scheme](#) and local restrictions is important here. Vehicles queuing or circulating outside the building are wasteful of resources and create a poor impression.

#### Micro-consolidation and micro-distribution

Both terms refer to interventions at a small-scale and local level, which could be for a building, a street or a BID, for example. They are an important part of last-mile logistics. Out-of-town consolidation is also important in reducing overall freight trips.

Micro-consolidation is an approach whereby deliveries – most often items common to several businesses or departments, such as stationery or personal deliveries – are delivered to a single place before being distributed on to their end recipient. This allows for efficiency in terms of reducing trips and the need for multiple deliveries to be managed on-site. For micro-consolidation to work well, there needs to be an agreed approach which the participants are signed up to, so can work well as part of collective procurement. It also needs a suitable place to store the deliveries, which is safe and secure and with chilled and ambient facilities as necessary. Micro-distribution is the next step – the stored goods are distributed at agreed times by low-impact modes, which can also reduce the overall number of trips.



Which of these approaches is right for the DSP will depend on a number of factors including the location and size of the site. The London Plan states that at large developments, facilities to enable micro-consolidation should be provided, and the details for their management set out in the DSP.

In most buildings, micro-consolidation and collection is already in place as part of waste management and collection.

As a minimum:

- show how you will [retime deliveries and servicing](#) to outside peak hours where possible, without causing nuisance to neighbours;
- waste and recycling collections - arranging to put waste out to be collected at the right time so that it's not sitting on the carriageway;

- show how you will sort and store waste efficiently so that the time the collection agent needs to spend on-site is minimised;
- implement a booking system for deliveries to reduce missed deliveries and the need to re-deliver; and
- provide appropriate facilities for storage on-site. For residential this could include lockers and possibly a concierge.

Ideally:

- implement a personal deliveries policy for staff; and
- implement a collective procurement / Preferred Supplier approach, or take other steps to [reduce the number of suppliers](#).



## 4. Data collection and monitoring

By collecting data, progress can be monitored and adjustments made

### 4.1 DATA COLLECTION

The DSP should be underpinned by data from the start, and collecting data is key to tracking progress against targets. Involving the building's occupiers in this will help to confer a sense of responsibility for the DSP.

Planners and Transport Planners in London should always check the Urban Planning and Construction part of the TfL website or try to speak directly with TfL's Spatial Planning team to clarify the latest guidance on estimating expected deliveries and servicing trip generation at new developments.

#### New developments

If you are preparing a DSP for a new development and the DSP is required as part of the Planning Process before the building is occupied then you will need to estimate the number of expected delivery and servicing trips that the development will generate. There are three possible ways to do this, listed below in descending order of preference. Whichever method is used, it is important to include the rationale for the approach chosen, and evidence that it is the best option available for the site. This should show that the data is sufficient in scope; is recent enough to be relevant and is comparable to the current site.

#### Hierarchy of trip forecasting techniques

1. Use a recent survey of movements at the existing site or a similar site occupied by the same future operator (e.g. another café, supermarket or hotel in a chain).
2. Standardised trip rates (various consultancies and certain boroughs use this approach).
3. TRICS<sup>6</sup>

Once the site is fully occupied a survey of actual delivery and servicing patterns should be undertaken as soon as possible to monitor performance against the targets in the DSP and to provide a more accurate baseline for future monitoring.

#### Existing developments

If you are preparing a DSP for an existing site, you should undertake a survey to collect data for the baseline as soon as possible. A good opportunity to do this is when the occupancy of the building is stable or complete.

It's important to communicate with the building occupiers including designated delivery managers while you do this. **Appendix C** template for a survey to collect data on your existing deliveries and servicing.

<sup>6</sup> TRICS is an independent database of trip rates and other information available to planners <http://www.trics.org/Default.aspx>.

## 4.2 DATA ANALYSIS

Once you have some data, you can analyse it for patterns and start to target your activities. Some questions you might want to ask:

- When are deliveries happening? If in the peak, is there scope to move them to other times and what would need to change to do this?
- What type of deliveries are they? Do they require specialist storage? This might show that the same type of delivery or servicing visit happens several times a day or week – can it be consolidated to reduce the number of trips?
- How much of it is personal deliveries? You can work with occupiers to reduce these.

## 4.3 MONITORING

It's important that there is a designated person responsible for the DSP, such as the building manager, and contact details should be provided in the DSP. This DSP owner will need to undertake appropriate monitoring of how well the DSP is being implemented (are the policies being followed?) and how well it is achieving its objectives (is the number of trips reducing, for example?). Collecting data on a regular basis is an important means of ascertaining this.

If the DSP isn't achieving its objectives, it may be because the policies are not being

implemented properly or consistently. A solution to that could be better involvement and education of the occupiers. Or it may be that the policies themselves need to be strengthened or changed. For example, when a policy of deterring personal deliveries is introduced, a fall in their number may happen. But over time, the number is likely to creep up again unless continued education and enforcement happens.

The relevant London borough should also seek to ensure that resources are available to support the monitoring and reporting of planning obligations.

Authorities can charge a monitoring fee through section 106 planning obligations, to cover the cost of monitoring and reporting on delivery of that section 106 obligation. Monitoring fees can be used to monitor and report on any type of planning obligation, for the lifetime of that obligation. Monitoring fees should not be sought retrospectively for historic agreements.

Fees could be a fixed percentage of the total value of the section 106 agreement or individual obligation; or could be a fixed monetary amount per agreement obligation (for example, for in-kind contributions). Authorities may decide to set fees using other methods. However, in all cases, monitoring fees must be proportionate and reasonable and reflect the actual cost of monitoring. Authorities could consider setting a cap to ensure that any fees are not excessive.

Authorities must report on monitoring fees in their infrastructure funding statements<sup>7</sup>

<sup>7</sup> paragraph: 036 reference ID: 23b-036-20190901 of the document at this link <https://www.gov.uk/guidance/planning-obligations>

# 5. Appendices

**Appendix A:** Extracts from national and London policy

**Appendix B:** Examples of DSP Objectives

**Appendix C:** Example survey for deliveries and servicing

# Appendix A: Extracts from national and London policy

## National Planning Policy Framework (NPPF) 2019

110. Within this context, applications for development should ...

*d) allow for the efficient delivery of goods, and access by service and emergency vehicles; ...*

## The London Plan (2020)

The London Plan sets out the need to do DSPs (Policy D4 Assessing and mitigating transport impacts; Policy T7 Deliveries, servicing and construction).

See also the main relevant expectations with regard to deliveries and servicing, highlighted in the below extracts. When writing your DSP, check that you have considered these.

Policy SD7 Town centres: development principles and Development Plan Documents	Development proposals should: ... 3) support efficient delivery and servicing in town centres including the provision of collection points for business deliveries in a way that minimises negative impacts on the environment, public realm, the safety of all road users, and the amenity of neighbouring residents
Policy T2 Healthy Streets	D Development proposals should: 1) demonstrate how they will deliver improvements that support the ten Healthy Streets Indicators in line with Transport for London guidance. 2) reduce the dominance of vehicles on London's streets whether stationary or moving. 3) be permeable by foot and cycle and connect to local walking and cycling networks as well as public transport.
Policy T7 Deliveries, servicing and construction	A Development plans and development proposals should facilitate sustainable freight movement by rail, waterways and road. ... D Consolidation and distribution sites at all scales should be designed to enable 24-hour operation to encourage and support out-of-peak deliveries. E Development proposals for new consolidation and distribution facilities should be supported provided that they do not cause unacceptable impacts on London's strategic road networks and:  3) reduce road danger, noise and emissions from freight trips 4) enable sustainable last-mile movements, including by cycle and electric vehicle. 5) deliver mode shift from road to water or rail where possible (without adversely impacting existing or planned passenger services) F Development proposals should facilitate safe, clean, and efficient deliveries and servicing. Provision of adequate space for servicing, storage and deliveries should be made off-street, with on-street loading bays only used where this is not possible. Construction Logistics Plans and Delivery and Servicing Plans will be required and should be developed in accordance with Transport for London guidance and in a way which reflects the scale and complexities of developments. G Developments should be designed and managed so that deliveries can be received outside of peak hours and in the evening or night time. Appropriate facilities are required to minimise additional freight trips arising from missed deliveries and thus facilitate efficient online retailing. H At large developments, facilities to enable micro-consolidation should be provided, with management arrangements set out in Delivery and Servicing Plans.

Section 10	10.7.4 When planning freight movements, development proposals should demonstrate through Construction Logistics Plans and Delivery and Servicing Plans that all reasonable endeavours have been taken towards the use of non-road vehicle modes. Where rail and water freight facilities are available, Transport for London's freight tools should be used when developing the site's freight strategy. 10.7.5 Delivery and Servicing Plans should demonstrate how the requirements of the site are met, including addressing missed deliveries. Appropriate measures include large letter or parcel boxes and concierges accepting deliveries. Car-free developments should consider facilitation of home deliveries in a way that does not compromise the benefits of creating low-car or car-free environments. 10.7.6 Construction Logistics and Delivery and Servicing Plans should be developed in line with TfL guidance and adopt the latest standards around safety and environmental performance of vehicles to ensure freight is safe, clean and efficient. To make the plans effective they should be monitored and managed throughout the construction and operational phases of the development.
Policy SD7 Town centres: development principles and Development Plan Documents	Development proposals should ... 3) support efficient delivery and servicing in town centres including the provision of collection points for business deliveries in a way that minimises negative impacts on the environment, public realm, the safety of all road users, and the amenity of neighbouring residents
Policy D1B Optimising site capacity through the design-led approach	3.1.B.17 New developments should be designed and managed so that deliveries can be received outside of peak hours and if necessary in the evening or night-time without causing unacceptable nuisance to residents. Appropriate facilities will be required to minimise additional freight trips arising from missed deliveries. 3.1.B.18 Shared and easily accessible storage space supporting separate collection of dry recyclables, food waste and other waste should be considered in the early design stages to help improve recycling rates, reduce smell, odour and vehicle movements, and improve street scene and community safety.
Policy T6 Car parking	F Adequate provision should be made for efficient deliveries and servicing and emergency access.

## The Mayor's Transport Strategy (MTS)

**Policy 5** The Mayor, through TfL and the boroughs, and working with stakeholders, will prioritise space efficient modes of transport to tackle congestion and improve the efficiency of streets for the movement of people and goods, with the aim of reducing overall traffic levels by 10-15 per cent by 2041.

**Proposal 15** The Mayor, through TfL, will work with the boroughs, businesses and the freight and servicing industry to reduce the adverse impacts of freight and service vehicles on the street network. The Mayor aims to reduce the number of lorries and vans entering central London in the morning peak by 10 per cent by 2026.

**Proposal 16** The Mayor, through TfL, and working with the boroughs and members of the Freight Forum, will improve the efficiency of freight and servicing trips on London's strategic transport network by: a) Identifying opportunities for moving freight on to the rail network where this will not impact on passenger services and where the benefits will be seen within London. b) Increasing the proportion of freight moved on London's waterways. c) Reviewing the potential benefits of a regional freight consolidation and distribution network and completing the network of construction consolidation centres in London.

**Proposal 17** The Mayor, through TfL, working with the boroughs and the Freight Forum, will work with landlords and all parts of the supply chain, including the freight industry, Business Improvement Districts (BIDs) and individual businesses, to improve the efficiency of last mile deliveries and servicing. This will be achieved by: a) Supporting BIDs and other clusters of businesses to jointly procure goods and services. b) Establishing a network of micro-distribution services and facilities served by zero emission vehicles and walking and cycling deliveries. c) Re-timing goods and services to the times where they will have least impact on streets. d) Using

local access and loading restrictions to support more efficient freight practices. e) Improving the design and management of loading and servicing activities at the kerbside and off-street. f) Developing an online tool, incorporating a 'London lorry standard', to simplify the regulatory environment for HGVs operating in London.

**Proposal 34** The Mayor, through TfL and the boroughs, will work with Government and stakeholders across London to ensure that sufficient and appropriate charging and refuelling infrastructure is put in place to support the transition from diesel- and petrol-powered vehicles to Ultra Low Emission Vehicles, including ensuring that London's energy-generating and supply system can accommodate and manage the increased demand associated with this transition.

**Proposal 35** The Mayor, through TfL and the boroughs, and working with Government, will seek to implement zero emission zones in town centres from 2020 and aim to deliver a zero emission zone in central London from 2025, as well as broader congestion reduction measures to facilitate the implementation of larger zero emission zones in inner London by 2040 and London-wide by 2050 at the latest.

## Appendix B: Examples of DSP objectives

### OBJECTIVES (examples)

- "To minimise the impacts of delivery and servicing movements at [site name]"
- "To make [site name] a greener and more pleasant environment"

### SUB-OBJECTIVES (examples)

- Reduction of local traffic levels/congestion as a consequence of delivery and servicing activities
- Minimise space required for storage and distribution of goods
- Promote use of low or zero emission vehicles for delivery and servicing
- Reduce CO<sup>2</sup> and air pollutant emissions from deliveries and servicing
- Reduce noise impacts
- Maintain good relations with neighbours
- Improve reliability of trips
- Reduce the number of delivery and servicing trips
- Reduce the costs of deliveries and servicing to businesses at the site

## Appendix C: Example of survey for deliveries and servicing

These questions can be used to monitor the deliveries and servicing at a site over a period of 2-4 weeks. Further questions can be added. of 2-4 weeks. Further questions can be added.

Date	Time	Where has the driver parked ? (on or off-street)	Inbound or Outbound	Vehicle type (pedestrian, bicycle, motorbike, van, lorry)	Fuel type (petrol, diesel, electric, hybrid, no fuel)	Was there any delay to the vehicle in immediate vicinity of the site?	Dept delivering to or collecting from	How many suppliers in the delivery?	Type of goods? (e.g. office supplies, food, waste)	Size and number of goods units

