Freight Best Practice Scotland

Planning and Managing Effective Customer Deliveries

It's The Last Mile That Really Counts

Guide

RoSPA The Royal Society for the Prevention of Accidents

Working for a safer Scotland

The Scottish Government

Disclaimer: While the Department for Transport (DfT) and the Scottish Government have made every effort to ensure the information in this document is accurate, they do not guarantee the accuracy, completeness or usefulness of that information; and cannot accept liability for any loss or damages of any kind resulting from reliance on the information or guidance this document contains.

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Introduction

Well planned deliveries are efficient and cost effective. Why? Because they benefit from reduced lost time, reduced fuel use, improved vehicle utilisation and better managed drivers' hours. A large element of this is the correct planning for the Last Mile of each delivery. The Last Mile is the point at which your company vehicle approaches the delivery address.

This Guide provides information allowing you to make informed decisions on how to improve your Last Mile deliveries.

About the Guide

The issues with the Last Mile of each delivery are that Heavy Goods Vehicles (HGV) are required to load and unload in a wide variety of environments. The size of vehicle, type of load and delivery access can all dictate the success of a planned customer delivery.

The information provided in this Guide could be translated to any delivery location and provides practical information on how to successfully plan and deliver goods more efficiently and safely. Included in the document are a number of useful links to other Freight Best Practice material.

Who Should Read the Guide

This Guide is aimed at Transport Managers, Transport Planners and any Traffic Office staff who are involved in the daily planning of vehicles and drivers tasked with regular delivery or 'multi-drop' work.

The publication contains information on:

- How to address journey planning
- Getting your vehicles to their destination
- Choosing an appropriate route to take
- How the delivery is conducted

How the Guide Is Organised

The Guide is organised in logical steps from the moment you plan a vehicle route to briefing the drivers in the morning, assisting the drivers while en route until the vehicles return home and the drivers are de-briefed.

The flow chart below shows the structure of the guide:

Planning

Why plan deliveries?

It is your responsibility as Transport Manager or Traffic Controller to coordinate drivers and their activities. Through selecting appropriate routes, planning efficient delivery patterns and briefing your drivers on safe delivery practice you keep better control of your vehicles - and your staff.

By following the advice in this Guide your company will:

- Save time
- Save lost mileage
- Save money
- Reduce driver stress
- Reduce CO_2 emissions
- Improve delivery procedures
- Improve customer relations

The Cost of Non-delivery

There is an impact on your business for failure to deliver correctly. Part of this could be due to failing to successfully navigate the Last Mile and subsequent failure to deliver the goods.

Whether your customers are a high street retailer receiving a full trailer load or you are delivering a fridge to a private address, the customer should expect the same level of service regardless of the size and type of delivery.

Remember! Your company's reputation is based upon your customers' perception of you. Make sure your deliveries are done safely, courteously and on time.

There are many reasons why a delivery could fail. More importantly there are many reasons why customers might not want to use a company that fails to deliver. It could be that the customer simply refused the order, they might be closed or unavailable, or your vehicle is late or inappropriate to make the delivery.

Make sure your company has procedures in place to cope with failed deliveries. Following a failed delivery look at your own business and ask:

- Why the delivery failed
- Did your driver do something wrong
- Could you have briefed them better
- Was the vehicle you chose unsuitable for the task
- Was access restricted through weight or height

In addressing delivery failure the following sections of this Guide prompt you to take preventative action to ensure that your company addresses problems before they happen and provides the quality service that your customers expect.

Planning Tools

Try to break down your driver's delivery route into its constituent parts. If you already know the delivery points make sure the vehicle is loaded in a logical order so it can be unloaded easily.

The following tools should be considered for improving your planning process.

Computerised Vehicle Routing and Scheduling (CVRS)

In-cab technology can aid drivers in route choice for the Last Mile of delivery.

These systems are sophisticated software packages that are used to generate and optimise routes and schedules for transport operations. Advantages are:

- Journey time savings
- More precise delivery estimates
- Successfully delivering first time to private addresses
- Reduced operational costs

These can often be integrated with GPS based route navigation. They provide drivers with detailed routing instructions between locations and critically for the Last Mile of each delivery. Employed by many leading delivery companies, these provide additional benefits:

- Easy to learn and adapt
- Overcome lack of driver knowledge
- Increased delivery rate and vehicle productivity

Bespoke PDA or Laptop Software

Often used by couriers, these are bespoke packages that can also offer drivers the ability to deal directly with customer orders on an in-cab system, creating billing and financial records.

In addition they can have a digital map of the road network and many dashboard based systems can also hold information concerning customer locations (aiding the successful navigation of the Last Mile), vehicle availability and capacities and driver shift patterns.

Route Planning Web Software

There are many, free to use, web based routing software packages that allow a planner to plan journey times. These can also provide a printout of the planned route, and can often include an advisory route map over the Last Mile.

Good quality route planning software should include information on:

- Low bridges including their height
- Weight restrictions
- Narrow carriageway or 'pinch points'

Time Management

It is essential when operating vehicles that your drivers keep to the drivers' hours and record keeping regulations. It is up to you, the Transport Manager, to have an established monitoring and control system in place.

Try to make allowances for inexperienced drivers or those new to a certain area. For first time visits to a new customer don't assume a very quick turnaround. Each customer will have a different working pattern. Lunch breaks, downtime and unforeseen stoppages, can all affect your planned performance.

Remember!
Don't get caught out of time! Bad planning leads to frustration and less productivity and potential infringements of working time.

Driver Choice

How do you assess whether a driver is fit for the job? Certain types of operation require particular skills from the drivers employed. For instance where a driver is required to use specialised equipment to carry out their daily duties they would need to be trained accordingly.

Consider your employees' skills and decide whether your employees would benefit from additional training. Courses available to increase a driver's skill base include:

- Manual Handling
- Forklift Driving
- HIAB or Crane Operation
- Carriage and handling of ADR (dangerous goods)

Tip! – Ask yourself what would you like to see in a visiting vehicle and driver if you were the customer?

It is your company's livery on the side of the vehicle. Take time to teach your drivers some customer service skills.

Think about how your company is portrayed as the vehicle pulls up at a customer's premises. Marketing never stops and a professional image will benefit both you and your customers.

For new and inexperienced drivers you should implement an induction or trial period where an experienced driver accompanies them. Both RoSPA and Health and Safety Executive (HSE) have advice on appropriate training courses for new employees. Their contact details can be found in the appendix.

Vehicle Selection

Vehicle selection is often crucial in planning for the Last Mile of the delivery. There is no point spending time and resources planning the perfect route to the delivery point, only to find that the vehicle chosen cannot access the customer's site or delivery area due to access restrictions.

The following are hidden costs of choosing the wrong vehicle for the job:

- Lost time
- Additional fuel use
- Increased driver stress
- Increased risk to vehicle
- Harm to customer relations

Use of Satellite Navigation and Freight Maps

There are many Truckers' Maps and Atlases available showing information such as low bridges, weight restrictions and the locations of lorry parking and fuelling. Use these sources of information to double check and back up your journey plan.

Take into account the needs of your drivers over the Last Mile. What obstacles are they likely to face? If bridge weight and height restrictions are an issue for your fleet consider a system for professional drivers as shown in the image to the right.

Current in-cab technology has grown in popularity and many drivers now rely on Satellite Navigation to negotiate a new or unknown town and city centre for the Last Mile of delivery to great effect.

Satellite Navigation is not infallible and many non-specialist systems available take no account of vehicle dimensions or weight. When operating in rural areas double check bridge height and weight restrictions with other sources of information, often diversionary routes are much longer than in urban locations, adding time, fuel and cost to your driver's working day.

Tip! – Don't rely wholly on SatNavs! Always double check routes against a Truckers' Atlas showing bridge heights.

The following Case Study looks at the benefits of journey planning and how preparation for successful delivery has benefitted a major supermarket chain.

Case Study - Wincanton for Somerfield – Planning for Excellence

Operating from Pitreavie in Fife, Wincanton's Somerfield Regional Distribution Centre (RDC) serves close to 80 stores across Scotland. A fleet of 34 tractor units, 5 rigids and over 60 trailers of various sizes serves the requirements of the RDC through long distance trunking as well as daily delivery to all stores. Over 80 drivers work on a number of shift patterns 24 hours a day, 7 days a week with the only exception being Christmas Day.

Pre-planned routes are determined by store location and volume of products required. The flexibility of the fleet includes triple compartment vehicles allowing the mix of ambient, chilled and frozen goods to be carried. This reduces the need for more than one vehicle to service each store location on a daily basis. Each vehicle is used to service an average of 2.5 stores per day. This practice helps maximise fleet utilisation and many daily routes include a return load of cages, pallets and recycled packaging plus collections from various suppliers which ensures that there is very little empty running.

Every delivery route is optimised for productivity but the attention to detail does not stop there. All delivery points have been scrutinised by an HGV Driver-trainer and a Safety officer. Details such as exact location, delivery route into and out of the store and onsite details such as turning radius and other hazards are identified. Drivers of each route are then provided with this information ensuring that they are well equipped to cope with the delivery points before they actually get to the store.

Many delivery points are at the kerbside so safety is a paramount concern while loading and unloading vehicles in a public area. A four hour induction course exists for new and agency drivers that includes all aspects of health and safety and drivers are trained to use initiatives such as a 3 metre exclusion zone when operating tail lifts. A two man loading policy exists whereby receiving staff are responsible for goods once they are off the vehicle allowing the driver to maintain responsibility for their vehicle at all times.

With fresh food deliveries to all stores required during the AM Peak every day, this practice of providing drivers with the exact information and training to manage the Last Mile has ensured that driver frustration, lost mileage, wasted fuel, personal injury and accident damage have all been minimised. With proven financial and safety benefits Wincanton for Somerfield continues to be a leading example of high quality journey planning.

Freight Quality Partnerships

Freight Quality Partnerships (FQP) are local authority operated initiatives that provide freight operators with useful information.

Many provide local freight maps including approved routes, bridge heights and weights and can even be so detailed as to provide information on addresses and delivery points within industrial estates.

Try to engage your drivers with this kind of quality information, for an example see SEStran Freight Quality Partnership at:
www.sestran.gov.uk

Your Responsibility to Your Drivers

The Health and Safety Executive (HSE) states that:

'If you are responsible for loading vehicles, you should ensure that they are loaded so they remain in a safe condition during loading, transit and unloading.'

For new drivers or agency staff make sure that there is a trainer or competent member of staff on hand to demonstrate or guide them in new processes. This ensures that any appropriate briefing or training forms are correctly understood and completed.

When briefing drivers make a note of:

- Who has been briefed
- On what equipment
- When did they receive training
- Who trained them
- Is training up to date

Tip! – Confirm that your drivers understand all of the information provided, people can be afraid to ask questions.

For vehicle loading within your depot and deliveries a risk assessment should be carried out by an appropriately trained member of staff. This process determines the risk posed to your employees during certain activities such as loading and unloading vehicles or moving vehicles around the yard. The risk assessments should highlight the appropriate use of Personal Protective Equipment (PPE) and other remedial measures during high risk activities. Risk assessments for procedures should be monitored and reviewed by an appropriately qualified Health and Safety Advisor. RoSPA and the HSE have more information on risk assessments, their contact details can be found in the Appendix.

In the event of an accident where insurance is involved, accurate training records and briefing documentation will aid any assessments as well as speed up any investigation and subsequent claims.

Driver Briefing	
Do	Don't
Provide route information and tools	Expect drivers to supply their own maps or SatNav
Brief all existing and new drivers	Expect all employees to have perfect knowledge
Monitor the loading and sheeting of your vehicles	Expect every vehicle to be perfectly loaded
Provide drivers with a Daily Vehicle Checklist	Forget to gather completed Checklists
Encourage drivers to feedback to the Traffic Office	Ignore drivers' concerns

Driver Checklists

As part of their daily routine drivers should be completing a 'Vehicle Safety Checklist' which includes simple measures such as checking; oil, water, lights, tyres, load restraint and security.
Details of a SAFED (Safe and Fuel Efficient Driving) approved checklist are shown overleaf. By continually monitoring your fleet you will be able to address the earliest signs of wear and tear. You will be better placed to plan any repair needed on vehicles.

Remember! Don't wait until the vehicle is ready to leave the yard before addressing a defect.

Loading Vehicles

What impact will the way your vehicle is loaded have on the Last Mile of delivery?

The vehicle should be loaded in a logical order which makes it efficient and safe to unload at the customer's premises. For urban deliveries, having an HGV sitting at the kerbside for any longer than necessary could present a danger to passing pedestrians and vehicles.

If a vehicle or trailer was loaded by someone else make sure the driver takes the time to inspect the load is safely secured before leaving the yard, and that all deliveries can be accomplished in a timely manner. If the driver is responsible for loading their own vehicle, before departure try to get a Supervisor or Transport Manager to double check the safety of the load.

Where possible:

- Keep heavy objects low down on the load bed
- Only stack items that are suitable for stacking
- Place tall or unstable items behind the cab or headboard on the vehicle's loading area
- Use extra straps or lashings on odd shaped items

Tip! – Think of your vehicle loads as dominoes, what actions could you take or which equipment do you need to use to prevent them from falling?

For more information on how to safely load your vehicles see Department for Transport's publication – Safety of Loads on Vehicles – Code of Practice (DfT)

The following Case Study profiles a nationwide company and how their investment and attention to detail in driver training has has helped ensure deliveries are made safely and with a minimum of noise disturbance.

Where referenced JAUPT (Joint Approved Unit for Periodical Training) is a Driving Standards Agency (DSA) approved body operated by two Sector Skills Councils to meet with Driver CPC criteria. For more information visit:
http://www.drivercpc.org/en/

Case Study - Robert Wiseman Dairies – Driver Training Delivers Performance

With 20 Operating centres across the UK, Robert Wiseman Dairies has expanded from its Scottish headquarters in East Kilbride to become one of the UK's largest milk delivery companies; collecting, processing, packaging and delivering 30% of all milk nationwide.

Over 2,000 drivers operate 1,100 heavy goods vehicles in the Wiseman fleet, which is predominantly made up of 26 tonne 3-axle rigid vehicles used for multi-drop deliveries. A range of transit sized vans, 6.5t, 12t and articulated vehicles complement the delivery fleet. Rigid and articulated tankers are used for milk collection from farms across the country. The company also uses a number of LNG (Liquid Natural Gas) vehicles as part of its commitment to reducing fuel consumption and CO_2 emissions. It is also investigating a new aerodynamic trailer design to improve fuel efficiency on long distance routes.

With such a large organisation spread across the UK, inducting and training drivers is the task of 13 full time Driving Instructors who provide a wide range of in-house and JAUPT approved Driver CPC courses.

Typical Last Mile delivery routes can include up to 30 shop front deliveries; safety and parking at the kerbside are of paramount importance to Robert Wiseman. All drivers are trained to identify a correct and safe place to stop, to achieve their deliveries. With so many delivery points nationwide it is impossible to audit every stopping point so experienced drivers known as 'Site Trainers' spend two weeks with every new driver to bring them up to speed on vehicle operation, customer location and where to stop the vehicle in order to efficiently deliver the goods while presenting the minimum danger to pedestrians and parked cars.

George Nicoll – Driver Training Manager "Most delivery shifts start between midnight and 3am, drivers are also trained how to conduct their deliveries to avoid unnecessary noise and other environmental impacts."

Where drivers have reported concerns they can call upon one of the Driving Instructors who are all IOSH (Institute of Occupational Health and Safety) qualified. The situation is assessed and if necessary remedial action is taken. Drivers are then briefed on how to proceed at this location in the future.

Route Choice

The Guide thus far has shown the benefits of establishing a journey plan. It has highlighted the advantages of investment in appropriate technology to help drivers find their way to and between deliveries in a more efficient manner.

Choosing an appropriate route for a vehicle is the key to efficient delivery over the Last Mile. This section addresses how to plan an appropriate route to successfully accomplish each vehicle's delivery schedule.

Selecting Appropriate Routes

At peak travel times, where possible, keep your vehicles on major routes until the closest point of the Last Mile of their journey. In doing so this ensures that your vehicles do not unnecessarily contribute to congestion on narrower streets and roads.

The time of the day dictates how long your vehicles may spend getting to their destination. If possible try to avoid:

- Rush hour, typically typically 07:30 to 09:30 and 16:00 to 18:30
- Schools at pick up and drop off times
- Bus lanes (unless shared lorry/bus lanes) and other local traffic management schemes
- Timed loading restrictions

Remember! Taking 5 minutes to help a driver plan their route can save hours on the road. Save time, save money.

How can you effectively complete your delivery as well as beat the traffic? Talk to your customers to see if they can accommodate a change in delivery or operational practices. Consider the following:

- Is the delivery really required at that specific time
- Can you consider delivering later in the day
- How flexible are your customers with the timing of their deliveries

Where possible, suggest working outside traditional delivery times:

- Start your drivers half an hour later
- Aim to deliver outside traditional peak traffic hours
- Save Time, Save Fuel, Save Money

Where your vehicles have regular routes try to build up an understanding of the pattern of traffic flow and adjust delivery times and route plans to minimise the disruption to your vehicles' progress.

Freight Routing

You should always provide drivers with all the information needed to get the job done, however some instruction while driving may be required. When a town or city centre is known to have particular weight or height restrictions, make sure you bring it to the drivers' attention before their departure.

Where your operation is 'reactive' in nature and your vehicles are required to leave a pre-planned route to cover other collections and deliveries it may be necessary to be on standby in the Traffic Office to help navigate drivers to their destination.

There are many route finding packages available for desktop application, you may have already used one to establish your Route Plan (Section 2). Be ready to access these systems at a moment's notice to effectively and efficiently assist drivers during their working day for the critical Last Mile of delivery.

Effective use of Freight Routing for the Last Mile of delivery:

- Help reduce driver stress
- More efficient use of vehicle fleet
- Shorter journey time
- Reduce wasted fuel
- Keeping HGVs on appropriate routes
- Safer vehicle operation

Identifying Destinations

There are many issues that can affect the efficient operation of HGVs. By successfully identifying a vehicle's destination and choosing the most appropriate route the journey should be easier to accomplish.

Tip! – Try to avoid 'lost mileage' where drivers miss junctions or have to return to a previous point on their journey.

If a driver is aware of localised issues or concerns, make sure you encourage them to speak out. This will allow you to better plan other vehicles and drivers who may be operating in the same area.

Tip! – If a mobile phone is used for communicating with drivers, make sure the drivers only use it when it is safe and legal to do so.

Congestion or hold ups over the Last Mile may lead to a vehicle failing to deliver to the correct address at the correct time. In this case there is potential for a dissatisfied customer as well as additional stress on your driver.

Consolidation Centres

Consolidation Centres, if available, are another resource that is worth investigating. Arriving vehicles are required to offload their cargo at a dedicated receiving point where the onwards movement of cargo is 'consolidated' onto one vehicle for the Last Mile of delivery.

Heathrow Airport operates a consolidation centre as part of the security screening process for deliveries to airside shopping outlets. For the 2014 Glasgow Commonwealth Games a Construction Consolidation Centre has been proposed to help reduce HGV movements to and from the various sites in the city.

Congestion, Re-routing and Diversions

What do you do if your journey plan and delivery schedule are forced to change? What if the Last Mile of your planned journey is closed to your vehicle? Are your vehicles and drivers flexible enough to adapt to circumstances out of your control?

The following is a list of situations that may cause your Route Plan to be revised at short notice:

- Road works
- Accident delay
- Closed roads
- Vehicle breakdown
- Unforeseen customer closure
- Adverse weather conditions

Where your company delivers to private residences, have a procedure in place to address the possibility that the occupier is not available to receive the goods.

Your company could use a procedure where drivers phone ahead (providing it is safe and legal to do so) to make sure the customer is available. Or by using a Calling Card inform the customer of a failed attempted delivery, showing clear call back information to rearrange the delivery.

Having a backup plan and being flexible to unforeseen circumstances will ensure your company provides a better service to its customers. If a driver contacts the Traffic Office for advice, be prepared to re-route or re-schedule deliveries if possible.

In emergency circumstances Local Authorities and the Police can inform you of road closures and advisory diversions. Make sure you keep your drivers up to date with changing situations.

Ensure that drivers provide feedback to the Traffic Office about congestion diversions. There could be several of your vehicles operating in the same area.

Determining Risk

Lost Time

Where you have vehicles operating a long way from home, journey planning can become the sole responsibility of a driver. Without prior knowledge of a specific town or region the driver can often be left alone to navigate to their destination including the critical Last Mile of each delivery.

Can you reduce the risk to them, their vehicle and your company by assisting in planning their journey?

Wasting Fuel

A large Heavy Goods Vehicle operating in an urban area will be operating at around 5 mpg. A driver only has to become lost for a short period of time and it will cost your operation fuel, driver's wages, time and the productivity of the vehicle.

The outcome of poor planning of the Last Mile of delivery can be:

- Lost miles
- Lost time
- Late delivery
- Poor vehicle utilisation
- Poor customer service and relations
- Additional costs (parking tickets)

Remember!
A lost vehicle = lost mileage = lost revenue!

Operational Safety

Visibility and awareness of other road users can be compromised in built up areas. Drivers can find manoeuvring, navigating and on street parking very difficult as well as stressful.

When working around the vehicle make sure that you supply the appropriate Personal Protective Equipment (PPE) such as high visibility vests and safety boots.

Aiming for Successful Delivery

Think about how to minimise your fleet's mileage and how your vehicles approach their point of delivery over the Last Mile.

The Planning for Success checklist, which can be found in Appendix 1, includes basic details on what to identify for efficient Route Planning.

Point of Delivery

Following this Guide so far, you should have correctly briefed the drivers, and provided them with the best information available. Once your vehicle is within the Last Mile of its journey towards its destination, the emphasis is on the driver to locate the Point of Delivery and where to park.

In this Section there is reference to the Delivery Site Feedback Report (Appendix 2) which should be provided to drivers visiting all new destinations. Where your drivers regularly visit locations with particular vehicular access issues, use the feedback report to develop a database of delivery information to aid drivers delivering there in the future.

This information will also help you to better plan your fleet in the future, improving vehicle utilisation, saving time and saving you money.

Access Restrictions

In many city centre locations access restrictions exist for loading and unloading vehicles. These are usually dictated by peak commuting hours and in many pedestrian areas deliveries usually have to be accomplished by mid-morning. Understanding these is critical for successful Last Mile planning.

Barriers and parking warden enforcement are commonly used to deter vehicles from entering these areas outside the prescribed times.

Penalty charge notices can mount up across a fleet of vehicles. Do not encourage drivers to turn a blind eye in favour of getting the job done.

Remember! Reducing operating costs applies to more than just fuel saving!

Even where no loading/parking restrictions exist your vehicles may have trouble finding places to unload due to their size. If you are collecting information from the **Delivery Site Feedback Reports** from your drivers, you could avoid this next time.

Parking and Loading Regulations

Most towns and cities have parking and loading restrictions. Where known, these can have large influence on the success of any planned Last Mile route. Where loading/parking bays are painted on the ground there should always be a sign post indicating the following information:

- What type of vehicle can park
- Design purpose of parking bay
- For how long each vehicle can park

Tip! – By helping your drivers to understand the rules, you can reduce parking tickets and costs.

Safe Parking

The final yards of the Last Mile are arguably the most important. Make sure your drivers know how and where to park safely in reasonable proximity to the customer's premises.

In rural areas where road speeds may be higher, you should encourage your drivers to consider all forms of rural traffic and the impact of their chosen parking location. This helps to ensure that your vehicle is not a nuisance or obstruction to other road users.

Drivers should:

- Switch on lights
- Use hazard lights when moving
- Ensure reversing warning beepers are activated - remember to turn them off when operating at night
- Have assistance where needed from a banksman to help with reversing and manouvering

Drivers should carry out a quick delivery risk assessment. It should include information such as:

- Can you cross the pavement to the point of delivery without causing a danger or hazard to the passing public
- Is it safe to operate tail lift or cranes at this location
- Do you need material handling equipment, forklift or other
- If you use pipes or hoses is it a trip hazard
- Should you place barriers or warning signs next to the vehicle? Or further along the road in rural areas

If your drivers have problems at a delivery site, encourage them to take advice from the Traffic Office. It may be necessary to ask the driver to move on to their next delivery unless appropriate remedial actions can be taken to ensure the safe delivery at the original site.

Make sure your drivers are trained to a sufficiently competent level to adapt to each situation and accomplish their deliveries in an effective and timely manner.

Kerbside Delivery	
Dos	Don'ts
Find appropriate Loading Bays	Park outside Loading Bays
Try to park on level and safe ground	Park on steeply cambered roads
Use warning signs or barriers when operating cranes, pumps or other discharge equipment	Assume the passing public is aware of your operation
Engage the customer in how and where to offload	Ignore customer requests to move the vehicle
Take time to load/offload safely	Rush the process and risk an injury

Communicating with the Receiver

Where a delivery point is new to the driver encourage a dialogue between the receiver and your staff.

A two minute phone call between the driver or via the traffic office and the customer to help locate the Point of Delivery before delivery, and create a suitable last mile route could:

- Speed up the navigation process
- Shorten the vehicle's journey time
- Calm a driver who may be off route or lost
- Save you time, fuel and money
- Help to improve customer relations

Assuming that the condition and quality of the product is not compromised, customers in general will be less concerned with 'how' the goods get to their premises. They are more concerned with 'when'.

Tip! – Good communication with your customers is always advisable.

Professional Image and Benefits

If your fleet is involved in good practice don't be afraid to advertise it. Where you have employed satellite tracking or speed limiting make sure your customers, and the public, know about it. It could be through your sales brochures, web site or even in a press release to the local paper.

Tip! – The general public includes future customers, maintain a professional image at all times.

Environmental Concerns

Consider the impact of your vehicles on the surrounding environment. Most retail deliveries over the Last Mile will be through or close to residential areas, give consideration to your company's operation in these areas.

For many businesses and retailers, night time deliveries are more cost effective. There are less private cars and congestion at night and cost savings accrued through night working can be passed on to the customer.

If your vehicles operate at night, remember that pollution can mean more than just exhaust fumes. The movement of Heavy Goods Vehicles carries with it:

- Noise
- Vibrations
- Exhaust fumes
- Visual intrusion

The sound of HGV movement can be up to 105 decibels, almost as much as a chainsaw or jackhammer. This sound can travel considerable distance from its point of origin even in a built up area and particularly at night.

Ground impact from repeated axle movements over the road surface can result in vibrations through the ground well into neighbouring houses and buildings.

Exhaust pollution and the visual intrusion of HGV traffic also have a significant impact on the surroundings. It is important as a vehicle operator that you consider the environment in which your company works. A few points when briefing drivers about Last Mile routes that include residential or urban areas are:

- Keep to the legal speed limit
- Drive with care and consideration
- Where possible don't stop or wait on the carriageway
- Turn off the engine when at a standstill

Remember! Noise, Vibrations, Exhaust Fumes and the Visual Impact of your vehicles are all considered pollution!

Safety First

This Guide has continually emphasised your obligations to create a safe working environment for your staff and your customers. This is equally important when the vehicle is at a standstill.

Make sure you educate your drivers on their actions while at the Point of Delivery. Riding on tail-lifts and rolling pallets or cages across pavements do present a danger to the driver as well as to passing pedestrians.

The Health and Safety Executive's (HSE) publications 'Delivering Safely' and 'Safe Access to Road Going Vehicles' provide information on how to protect your employees from these risks. Like all HSE information these publications are available free from: **www.hse.gov.uk**

To reinforce your message RoSPA provides resources such as posters to reinforce your message for safe working practices.

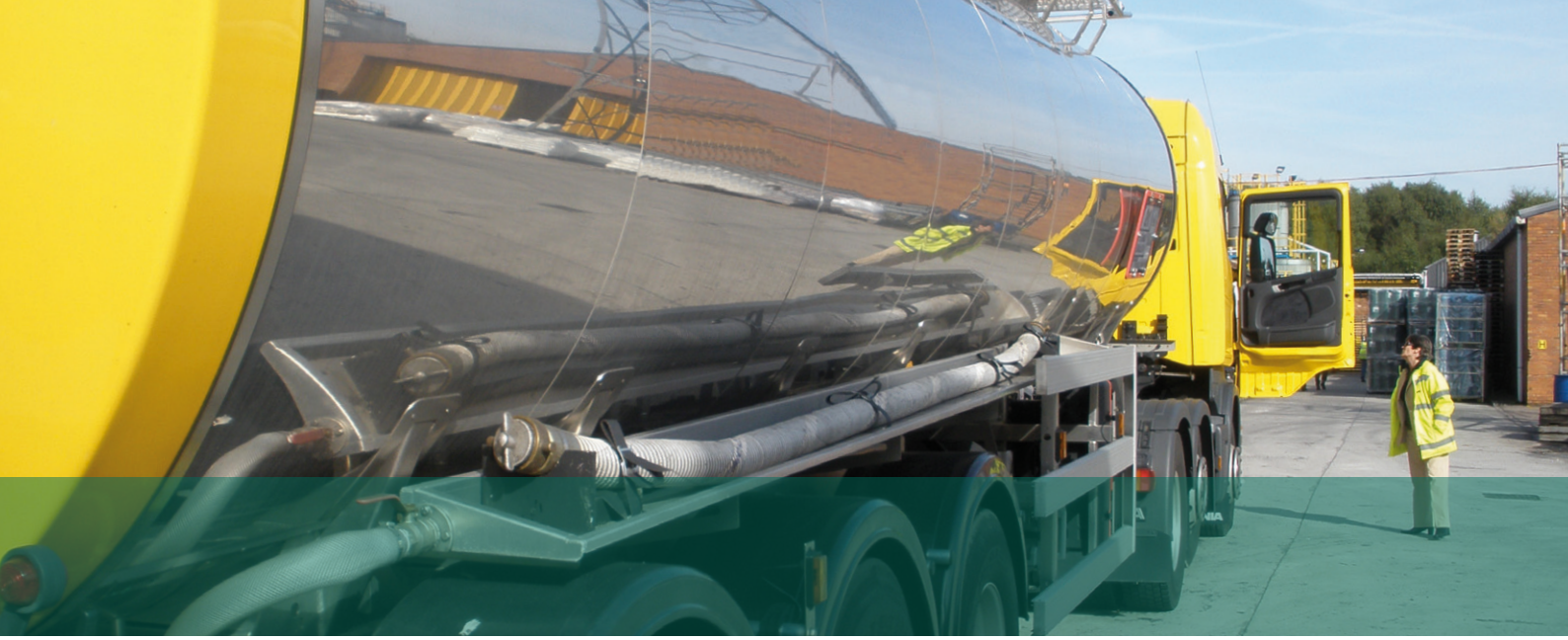
Tip! – Choose parking locations carefully. Safe and approved locations benefit your vehicles, your drivers, customers and the public.

Delivery Site Feedback Report

Print out and provide the Delivery Site Feedback Report in Appendix 2 to drivers. Make sure drivers use the form to rate all aspects of the customer's location and delivery points.

This information will be used to help build up a database allowing future deliveries and critically the Last Mile of those deliveries to be planned round:

- Access and egress
- Vehicle suitability
- Parking restrictions
- Any other issues



De-Briefing Drivers

Once drivers have returned to the depot, the process of collecting the appropriate paperwork, delivery notes, daily vehicle checklists and tachographs takes place.

Take the time to talk to the driver about their working day. What do we need to know to better plan tomorrow's operation?

Make sure it is a two way information flow and that you give value to the driver's comments. Remember to give them any information which could be of use for future journeys. You could use driver briefings to determine particular issues during the driver's working day, how they have been faced and ultimately how they have been overcome.

Driver Feedback

Ask what issues your drivers faced over the course of their working day or week. If the vehicles operate on major routes did they suffer any delays? Did they have any problems making their deliveries? What issues were faced over the Last Mile?

Put yourself in the driver's shoes. If you could change aspects of their shifts for the better what would it be? Getting good quality driver feedback will help to address and minimise problems especially for the Last Mile of delivery in the future.

Most importantly let the drivers know what you have found. Why have two drivers faced the same issue again, and cost you money?

Remember! A little knowledge goes a long way. Encourage your drivers to report vehicle, traffic, customer and site issues.

Planned Against Actual

Take the information provided by the driver on where they delivered, how they got there and at what time. Compare it to the Journey Plan you established in Section 2 of this Guide. If delivery issues were reported in the Last Mile, record how they were dealt with - both by the Traffic Office and by the driver.

Collate the information which you gather from the Delivery Site Feedback Report (Appendix 2). This information could be used to help plan future delivery schedules and patterns of work more accurately.

If you don't have a system to record problems faced during the Last Mile, then you cannot address future problems.

Tip! – Performance has to be measureable; if you don't measure it you cannot manage and improve it.

Information Sharing

The information gathered by drivers will better help your traffic office staff to plan tomorrow's journeys. Information on best route choice, issues for the last mile and at the delivery point should always be shared with all of your drivers.

Gathering information allows you to better plan and better resource your weekly workload. This will ensure that you reduce fuel use, reduce your operating costs, reduce risk to your staff and vehicles and importantly providing a better quality service to your customers.

Appendix 1

Planning for Success Checklist	Departure Date		Driver Name	
	Vehicle Reg/ Trailer		Depot/Route No.	

Driver and Vehicle Information

Can Driver be instructed en route?	Yes / No	Is Driver licensed for this vehicle?	Yes / No
Is vehicle approved for all route types?	Yes / No	Is Driver trained for this vehicle and its equipment?	Yes / No
Notes:			

Paperwork and Checklists

Daily Vehicle Safety Checklist		Vehicle Paperwork		Additional Customer information reqd?	
Notes:					

Plan	Start Time	:					Supplied to Driver?	
Drop	Customer	Address / Town	Time of Delivery	Planned Deliveries	Actual Deliveries	Variance	Site Report	Freight Map
			:					
			:					
			:					
			:					
			:					
			:					
Finish Time			:	Total				
Total Time			:	Total Time Less Break Time = Driver's Hours			:	

Appendix 2

Delivery Site Feedback Report

Customer Contact Details			
Contact Name:		**Telephone:**	

Customer Opening Hours

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Open							
Closed							

Vehicle Route

SatNav Routing?		**Freight Route Available?**	
Suggested Route:			
Recommended Vehicle Type?	**Artic** ☐ **Rigid** ☐ **7.5t** ☐ **Van** ☐		
External Factors? (close to other buildings/houses)			
Notes:			

Point of Delivery

Suitable Access?		**Any Restrictions?**	
Room to Manoeuvre Vehicle?		**Traffic Regulations and Parking?**	
Notes:			
Safe / Secure parking?		**Forklift / Crane required?**	
Dock?		**Parking Bay?**	**Ramp?**
Notes:			

Appendix 3 – Useful Contacts

Royal Society for the Prevention of Accidents (RoSPA)

Tel: 0121 248 2000
www.rospa.com

- Driving for Work: Mobile Phones (RoSPA)
- Driving for Work: Safer Speed Policy (RoSPA)

Health and Safety Executive (HSE)

Tel: 08701 545 500
www.hse.gov.uk

- Driving at work – managing work-related road safety (HSE)
- Health and safety in road haulage (HSE)
- Workplace Transport Safety (HSE)
- WorkSmart videos for workplace transport (HSE)

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Developing **SKILLS**