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Lessons Learned Report

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1 INTRODUCTION

The TRAILBLAZER (Transport and Innovation Logistics by Local Authorities with a Zest for Efficiency and Realisation) project (www.trailblazer.eu) promotes Delivery and Servicing Plans (DSPs) across Europe. DSPs are key strategy documents outlining how an organisation may improve freight transport efficiency, safely and in a sustainable way.

The TRAILBLAZER consortium was comprised of local authorities, private sector industry, and communications experts. The group of experienced organisations - TRAILBLAZERS, transferred knowledge and experience to the PATHFINDERS – a group of less experienced authorities.

The strategic objective of TRAILBLAZER was to achieve a 10% reduction in fuel used by freight transport in the four PATHFINDER cities of Eskilstuna (Sweden), Växjö (Sweden), Vercelli (Italy), Zagreb (Croatia) following production of their own DSPs. To achieve this objective, PATHFINDER cities have implemented actions contained in their Delivery and Servicing Plans. Actions were specific for each city and the outputs were different from one city to another. Full details of the actions, including the DSPs can be found in the TRAILBLAZER report on DSPs and PATHFINDER case studies which can be found on the TRAILBLAZER website.

This Lessons Learned Report is based on the work carried out by the PATHFINDERS to develop and implement their DSPs. The report is available for download from the project website. The main body of the report is split into two reflecting the types of DSP that were implemented. The first part covering individual organisational DSPs, the second covering geographical area-wide DSPs. As well as setting out the lessons learned the report also includes policy recommendations for integrating Delivery and Servicing Plans into European, national, regional and local frameworks.

2 LESSONS LEARNED FROM ORGANISATIONAL DSPS

2.1 Background

Delivery and Servicing Plans (DSPs) are key strategy documents outlining how a public or private sector organisation deals with its need to generate freight transport efficiently, safely and in a sustainable way. A DSP focuses on a wide range of activities that support an organisation including:

- Goods deliveries
- Goods collections
- Waste and recycling
- Servicing activities e.g. office maintenance, window cleaning etc.



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DSPs are specifically aimed at actively increasing the efficiency of the freight transport systems in urban areas. A DSP provides the opportunity to manage goods and commercial vehicle activity to and from both proposed developments and existing operating sites. It is a starting point for freight management, which directs the implementation of measures and initiatives aimed at reducing, retiming rerouting and remodelling deliveries. It provides an opportunity to redefine building operations and ensuring procurement activity also accounts for vehicle movement and emissions. A DSP has an organic impact on reducing CO₂ emissions, congestion and improving air quality. It is effectively a Travel Plan for freight.

Two of the four PATHFINDERS in the TRAILBLAZER project, Eskilstuna and Växjö implemented organisational DSPs. The core DSPs measures were similar as they both focused on implementing a municipality consolidation centre for the delivery of municipality goods. Full details of the DSP measures implemented can be found in the case studies and final project evaluation report which can be found on the TRAILBLAZER website.

The generic lessons learned from implementing the organisational DSPs are set out below. The specific lessons learned by each PATHFINDER are set out in the following sections of the report.

2.2 Generic lessons learned

- A successful implementation requires that all the various parties affected by the change have knowledge and a positive attitude. It is essential that dialogue is kept open between the parties. Solutions must be based on essential needs and accepted by users.
- The high economic and environmental impacts of this measure increase the importance of committed political support. The experiences revealed that a strong political direction, at the beginning and during the project, will improve the project outcomes.
- This kind of measure is more successful if it is part of a wider strategy to change employee behaviour in the purchasing and delivery process.
- A combination of the consolidation and coordination of deliveries with the implementation of the e-purchase system is a step-change in the municipality supply chain. This was especially true in Växjö.
- The experience of both municipalities demonstrates that by gaining control and coordinating deliveries via legal contracts environmental considerations which decrease emissions and fuel use can be included within the contract and be legally enforced.
- The environmental culture at the municipality and country level contributes to the successful implementation of this type of measure.
- This type of measure is suitable for cities having good knowledge of freight activity and delivery processes, and where there is open dialog between the stakeholders involved and a high level of political support.



2.3 Municipality of Eskilstuna - lessons learned

- Local authorities have an important role in the development of infrastructure. Therefore municipalities with responsibility for infrastructure, environment and health have the strongest incentive to pursue issues like these. As a consequence it is local politicians who primarily need to be influenced. The importance of local authority engagement has been demonstrated in Eskilstuna as well as in other municipalities.
- It is always said that 'change takes time', but when it is achieved, the original premise has been forgotten and it has been frustrating that progress has not been as fast as had been hoped. An important component of behavioural change is to be able to give a positive answer to a question like "what's in it for me". Such advantages are not always apparent at first.
- It is essential that the dialogue is kept open between the various parties involved. Solutions must be based on essential needs and be accepted by users.
- Project funding must be clear, both in terms of feasibility and implementation. Without the project funding, the project will be closed.
- Purchase and finance officers in the organisation must be involved at an early stage. Their activity in the planning and coordination of purchasing, etc. directly affects the amount of transport required and ultimately the environment and economy. Being able to use the procurement support systems to provide statistics and information is crucial for the project's results.
- Information and dialogue are crucial. It is relatively easy to build a transportation system but users must understand both the underlying idea as how to best utilize the opportunities. For people who do not normally work with the logistics it takes time to understand and accept the changes. Regular information and dialog accelerates the education process.
- Use existing logistic terminals and optimal, from the size point of view, vehicles for optimum economy. From the traffic safety aspect, smaller vehicles should be used.
- Use people in the project with high credibility within the organization.
- Coordination must include the total flow of goods, otherwise the effect will be limited and duplicate parallel flows can occur.
- Urgent transport must be treated differently.
- Suppliers have been shown in several cases to be directly adverse to the coordinated delivery of goods. It is important to inform them about the



changes and what is expected of them. In the next step of the project it is their willingness to discount their prices that determine the cost-effectiveness of the project.

2.4 Municipality of Växjö – lessons learned

The Swedish Environmental Management Council in 2008 presented a report on coordinated deliveries within local authorities and regions and concluded that there are many common factors in the development of these operations. These have been found to be true in Växjö.

The key factors are:

- Political commitment, preferably across party lines.
- A decision in the City Council or County Council provides the clarity that is necessary when changes should be implemented.
- Adequate resources are required for the project.
- Practical implementation is not resource intensive and can be carried out by an external consultant.
- It is when staff training is implemented and they have to learn new ways of thinking and working that resources are required.
- Staff have many concerns with the changes. A co-ordinator is required to respond to these.
- The following roles and resources are required:
 - An enthusiast who is engaged and pushes the project forward;
 - Logistics;
 - Communicators;
 - Procurement;
 - Financial competence.

3 LESSONS LEARNED FROM AREA-WIDE DSPS

3.1 Background

One of the strengths of the Delivery and Servicing Plan (DSP) concept is that it can be applied in varying scales and scopes. At one end of the spectrum a DSP can be created for a single small organisation, at the other end a DSP can be created for a discrete geographical area of mixed use i.e. an area-wide DSP. The area chosen may also have specific issues affecting freight, delivery and servicing activity e.g. preserving the fabric of a historic city centre, poor air quality, modal conflicts e.g.



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trams, cycle lanes etc. An Area-wide DSP will have greater complexity than smaller scale DSPs, which reflect the defining characteristics of the location.

An Area-wide DSP will cover a wide range of organisations. These may include offices, retail – chain and independent, hotels, restaurants, service providers, residential etc. The mix of these activities will vary with each area, and so therefore will the DSP measures to be implemented.

Two of the four PATHFINDERS in the TRAILBLAZER project, Vercelli and Zagreb implemented area-wide DSPs. However, the two areas covered by the DSP were materially different. The City of Vercelli DSP focuses on preserving the historic city centre and mitigating the effects of delivery and servicing activity. The City of Zagreb DSP focuses on increasing the efficiency of delivery and servicing activity around one of the main roads leading to the city centre. Full details of the DSP measures implemented can be found in the case studies and final project evaluation report which can be found on the TRAILBLAZER website.

The generic lessons learned from implementing the area-wide DSPs are set out below. The specific lessons learned by each PATHFINDER are set out in the following sections of the report.

3.2 Generic lessons learned

- This is a restrictive action for freight vehicles. It is important to take into account as much as possible the opinions of those who are directly or indirectly affected by the measures e.g. drivers, freight operators, shop keepers, citizens etc. The experiences revealed in Zagreb and Vercelli that the communication with the principal actors can improve the understanding and the cooperation between them and the public administration.
- Political support was very important factor for the achievement of objectives of this kind of measure in Zagreb and Vercelli. There should be a two-way dialogue between politicians and staff implementing the DSP.
- The experience in Zagreb has demonstrated that the improvement of freight transport is difficult without improvements in public and private transport. It is necessary to include this measure into the overall organisation of transport in both the target area and city-wide.
- It was concluded that this type of measure can be suitable for the cities that have similar issues within their urban area. The combination of parking management with new technology e.g. camera control, contributes to the achievement of the project objectives.

3.3 Municipality of Vercelli – lessons learned

- A good synergy between the different traffic management measures taken to achieve the project objective of a 10% reduction in the consumption of goods



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traffic. The lesson learned was the aim of achieving satisfactory project results within the limits of the sustainability of economic resources, and avoiding the use of considerable resources being spent on infrastructure and/or new logistics platforms.

- The use of innovative technological systems to control access in the limited traffic zone (LTZ) integrated with the system of security cameras for monitoring the occupation of the new loading / unloading locations. The lesson learned was the ability to use other public investment in wider technological systems for the project's purposes.
- The revision of permits in relation to various commercial categories that produced the first reduction of the flows of goods vehicles. The lesson we learned was that it is necessary to find new rules and regulations starting from the previous situation and to modify them to achieve the first results regardless of monitoring the whole DSP.
- The involvement of the highly qualified University of Eastern Piedmont, in managing the decision-making processes for the introduction, development and use of future logistics services with low environmental impact. The most important lesson learned is about the close and excellent cooperation between the TRAILBLAZER leaders, PATHFINDERS and learning of good practice, which finally allows to check step by step the process of evaluation and construction phases of the DSP, even future ones, as in the case of collaboration with universities, national associations and the different actors and stakeholders to achieve the objectives of the project.

3.4 City of Zagreb – lessons learned

- Improvements in city ordinances regarding deliveries are needed, based on experience gained through the Trailblazer project.
- A mechanism for systematic and continuous data collection and interpretation to provide an evidence base should be the basis for all further activities related to freight transport improvements in the City of Zagreb. Currently freight transport data is not systematically collected which presented an important barrier for defining a DSP.
- For any follow up activity, it is strongly recommended that data collection shall be structured and executed continuously.

4 POLICY RECOMMENDATIONS

There are three broad policy recommendations regarding energy saving, transport and DSPs that can be made following the completion of the TRAILBLAZER project. These are set out below.



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Each of the DSPs, whilst focusing on energy saving in freight transport was set in a wider organisational context e.g. moving the national and local food supply market, implementing cost-effective procurement processes, preserving a historic city centre and improving freight transport efficiency. It is clear that production of a DSP can assist with resolving a wide range of issues. Therefore it is recommended that DSPs be promoted across all EC frameworks and all economic activity that involves transport and not just within the field of energy.

Given that DSPs have such wide relevance, as demonstrated in the lessons learned, it is recommended that DSPs are promoted at all levels including the European Commission, national government, regional organisations and local municipalities across the European Union.

The importance of politics and politicians in supporting the development and implementation of DSPs was highlighted in the lessons learned. Their greatest success has been where there has been overall political control through either a Mayor or a specific party in control for the medium to long term, or where cross-party agreements has been achieved for the implementation of DSP measures. More than one political term of office is required for them to be successful. It is recommended that political management is considered when public sector organisations commence developing future DSPs