

The West End.

West End Partnership Freight & Servicing Strategy – May 2018
A Freight & Servicing Strategy for the West End



Oxford Circus



CROSS RIVER
PARTNERSHIP

Developed on behalf of West End
Partnership by Cross River Partnership

executive summary

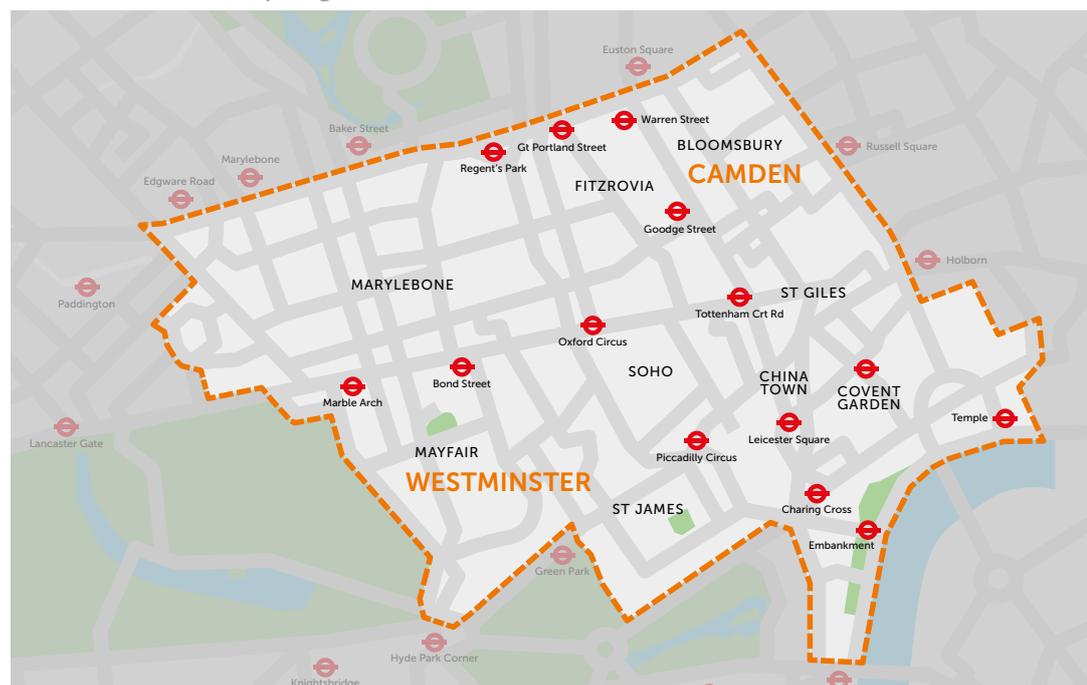
The West End is the driver of London's commercial and economic success and lies at the heart of its cultural offer. It is also home to long-established and new communities, bringing family and neighbourhood life to the heart of London. The West End faces both challenges and opportunities to grow in ways that enhance the experience of those who live and work here, as well as those who visit.

In addition to its role in London, the West End has a unique role across national and international arenas. It is essential that the West End functions effectively, in particular transport systems and infrastructure. Deliveries and Servicing are a key aspect of ensuring a

functioning West End. The area is changing, with significant programmes including the West End Project; the arrival of the Elizabeth Line in 2018; and the continued development of proposals for the transformation of Oxford Street; bringing change to the current operation of the district. Deliveries and servicing must change to support this which is why the West End Partnership (WEP), Transport for London, Westminster City Council, London Borough of Camden and the West End's Business Improvement Districts have ensured that freight is being tackled as a key delivery stream for WEP.

WEP set up a dedicated Deliveries & Servicing Group (WEP DSG), formed of representatives from WEP partners with the logistics industry including Westminster City Council, London Borough of Camden, Transport for London, The Northbank, Marble Arch BID, Baker Street Quarter Partnership, New West End Company, Heart of London Business Alliance, West End

The West End Partnership Programme Area



Policy T7 Freight and servicing

- A Opportunity Area Planning Frameworks, Area Action Plans and other area-based plans should include freight and servicing strategies. These should seek to:
- 1) reduce freight trips to, from and within these areas
 - 2) coordinate the provision of infrastructure and facilities to manage freight and servicing at an area-wide level
 - 3) seek to reduce emissions from freight, such as through sustainable last-mile schemes and the provision of rapid electric vehicle charging points for freight vehicles.
- Such strategies should be developed through policy or through the formulation of a masterplan for a planning application.

Figure 1 Freight and Servicing from the new draft London Plan, 2017

Community Network, The Fitzrovia Partnership, The Crown Estate, Shaftesbury, Grosvenor, Freight Transport Association, DHL, Gnewt Cargo, University of Westminster and Cross River Partnership. This group had a remit to:

- Write and oversee implementation of a Freight & Servicing Strategy for the West End, to reduce the volume and negative impacts of freight and servicing (including wastes collection) in the area.
- Oversee freight programmes which are delivered alongside large urban realm projects in the West End.
- Provide a resource and sharing forum for improvements to deliveries and servicing in the West End, for all stakeholders.

The WEP DSG works within the wider London context, supporting the delivery of WEP partners' strategies such as the new draft London Plan; the Mayor's Transport Strategy and Healthy Streets Approach (refer to Appendix 4); the London Environment Strategy; borough policy and BID business plans. This in addition to planning for the arrival of major infrastructure changes.

This Freight & Servicing Strategy has been written by Cross River Partnership (CRP) in collaboration with all WEP stakeholders, including businesses, local authorities, Transport for London, Business Improvement Districts (BIDs), logistics operators and residents to ensure that it has commitment from all. Consultation began in November 2017 with workshops with WEP DSG members; and additional workshops with stakeholders within

the GLA, TfL, London Borough of Camden, Westminster City Council, Business Improvement Districts (BIDs) and landowners.

West End residents, businesses and organisations need freight to ensure the city runs effectively. Deliveries and servicing are key to bringing in goods and servicing the buildings that residents, workforce and visitors use every day. However, delivery and servicing vehicles contribute to increased traffic congestion; poor air quality; and impede improvements in take up of active travel. In writing this Freight & Servicing Strategy, existing data, knowledge and experience from all stakeholders has been considered to develop an approach which makes best use of excellent work already being implemented to address the issue of unnecessary freight traffic.

The Freight & Servicing Strategy details suggested actions for delivery up to 2030. Delivery of the actions will ensure London's position as a world-class, clean city, with the space for business, residents and visitors alike to thrive and prosper.

The Freight & Servicing Strategy for the West End is a commitment to reduce the volume of freight; to ensure that the road network is used efficiently; and finally to minimize the impact of the remaining, efficient freight through delivery of 12 actions proposed in Section 2.4. It supports the requirements of Policy T7 in the new draft London Plan to area develop freight strategies (refer to Figure 1).

The WEP DSG has developed a list of 12 actions that the group considers will:

- Support delivery of WEP partners' strategies, policies and plans for the West End.
- Reduce the number of delivery & servicing vehicles in the West End, and London.
- Ensure that freight activity is done at a suitable time and place, to minimise negative impacts on West End residents, visitors and businesses.
- Clean deliveries and servicing, to reduce noise, air pollution and carbon emissions and improve safety.
- Deliver a freight and servicing contribution to the Healthy Streets agenda.

Six of the 12 final actions have been prioritised for the West End and are shown in Table 1 below. These activities have been determined as high priority as they are the actions, which if taken, will amount to significant visible change to freight in the West End. It is not that they are necessarily the simplest to deliver or to be delivered fastest, without due planning.

Some of these are already being trialled and implemented by WEP members across the West End (section 1.2), and could be scaled up to be West End wide.

Next Steps

As requested by the WEP Board, key cross-cutting targets have been developed for this Freight & Servicing Strategy for the West End:

1. By 2030, the WEP DSG will reduce absolute numbers of delivery & servicing vehicles by 10% across the WEP area (measurable through Congestion Charge Zone as a proxy).

2. By 2030, the WEP DSG will reduce delivery & servicing vehicles by at least 80% in areas of key importance to the West End, at the times of day when visitor numbers are at a peak (measurable through local traffic before and after monitoring surveys).

To deliver the above targets, the WEP DSG will oversee delivery.

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This document is also available online at:
<https://westendpartnership.london/publications>

Table 1 Six Prioritised actions for the WEP DSG

Ref	Action/Detail	Responsibility	Priority	Timeframe	Outcomes
1	Retiming <ul style="list-style-type: none"> Develop a noise standard (potentially UK-wide with DfT and Noise Abatement Society to support industry) Provide guidance to operators Ensure appropriate planning conditions 	WEP Boroughs/TfL	H	By 2025	<ul style="list-style-type: none"> Reduction in congestion Reduction in air pollution Reduce vehicles at peak visitor times Potential benefit/application across London/UK
2	Network information/Open Data <ul style="list-style-type: none"> Provide information to vehicle operators to ensure efficient deliveries including: Sensitive areas; Roadworks; Kerbside restrictions 	Boroughs TfL	H	By 2023	<ul style="list-style-type: none"> More efficient deliveries Reduction in vehicle miles Reduction in kerbside use pressures Potential benefit/application across London/UK
3	Logistics Land Protect logistics land use in the West End (including loading bays; micro-consolidation) and identify areas for logistics use (e.g. car parks)	Boroughs Estates	H	By 2022 and ongoing to 2030	<ul style="list-style-type: none"> One identification of existing available space Reduction in loading/unloading on the public network Reduction in motor vehicles Improved air quality
4	Property Leases Develop and implement model clauses to encourage behaviour change (e.g. for retiming, use of shared supplier schemes, reduced resource use)	Estates	H	By 2022	<ul style="list-style-type: none"> Reduction in vehicles Improved air quality Improved public space
5	Re-modelling deliveries Re-mode to cycle and pedestrian modes through: <ul style="list-style-type: none"> Trialling and enabling portorage schemes/ local logistics centres Increasing accessibility of cycle superhighways to freight 	Boroughs Estates TfL	H	By 2025	<ul style="list-style-type: none"> Reduction in motor vehicles Improved air quality Improved public space
6	Delivery & Servicing Management Areas Research and develop a structure for how delivery and servicing management areas could work for the West End	TfL Boroughs	H	By March 2020	One research report and implementation plan for a game changing approach to freight management in the West End

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introduction

The West End Partnership was created in 2013 following the report of the West End Commission. The West End Commission called for a new strategic body to help shape and support the plans and policies needed to secure the stewardship and long-term future of London's West End. For the first time in the West End's history, public and private sector partners have come together as the West End Partnership to agree a long-term vision for the West End and deliver a 15-year investment programme to secure London's position as a leading global city – attracting businesses, talent and visitors.

As the demands on the management of the West End intensify the need to respond to growth and competition, the changing patterns of retailing, business, culture, and lifestyle require increased levels of collaboration. In this context, the complexity of delivery and servicing activity in the West End is increasing, due to the growth of London's population and the additional customer demand that generates. That complexity is set to increase with the urgent need to improve air quality and address safety and security issues for pedestrians and other road users.

In the next few years physical changes planned across central London, including the opening of the Elizabeth line in 2018 and the continued development of proposals for the transformation of Oxford Street, will need to be managed in terms of delivery and servicing (including waste collections) impacts. Both during construction phases, and for impacts of delivery and servicing after implementation. It is critically important to ensure that these changes bring benefits to the West End's businesses, residents and visitors and any potential negative impacts are prevented.

To help West End businesses and the logistics sector play a part in this process, the West End Partnership Deliveries & Servicing Group has commissioned the development of this Freight & Servicing Strategy by Cross River Partnership (CRP), to provide a framework for managing delivery and servicing activity across the whole of the West End; both during and after these changes take place. The Framework has been designed to be applied flexibly, so the basic principles can work across the whole area, as well as at a local or individual street level.

The West End Partnership members recognise the need to provide leadership on this issue. This Freight & Servicing Strategy is supported by all WEP members and identifies the WEP D&S Group's responsibilities in ensuring the Plan is delivered.

It is hoped this Freight & Servicing Strategy will encourage all stakeholders to take action. By working together in a more concerted and collaborative way, it will be possible to make a real difference to the environment, attractiveness and economic performance of the West End.

section 1

Background

1.1 Delivery and Servicing Activity in the West End

The West End is the UK's premier retail area and attracts visitors from all over the world. While for many the West End consists of only 3 streets, Oxford Street, Regent Street and Bond Street, the truth is far more complex.

The West End is not homogenous; its employees, visitors and residents, have differing daily needs, making each street unique. Delivery and servicing activity responds to these needs; and deliveries of bread or cement, the servicing of a photocopier, or the installation of new air conditioning create different freight activity on West End streets.

The West End is currently home to 60,000 residents and well over 600,000 jobs in commerce, media, entertainment, research and retailing (Refer to Figure 2 'Defining the West End' for details). All of these people and businesses need goods and services, but the freight traffic that provides these creates externalities which

need to be reduced: congestion is growing, air quality is getting worse and the safety and security of all Londoners is of paramount importance.

Redevelopment and construction is occurring to support the growth of London's population. The impact of these physical changes will be substantial, and while there will be an increasing demand for goods and services, the level of complexity in delivering these goods and services will also increase.

The combined impact of these incremental changes will reduce access to the kerbside, and could slowly stifle the ability of freight operators to supply the deliveries and services vital to the continued growth of the West End. To address this, London's Mayor and the two West End boroughs have regulations to address the big issues, including road and kerbside management and the Ultra-Low Emission Zone.

These policies are critically important to improving the West End but may only have

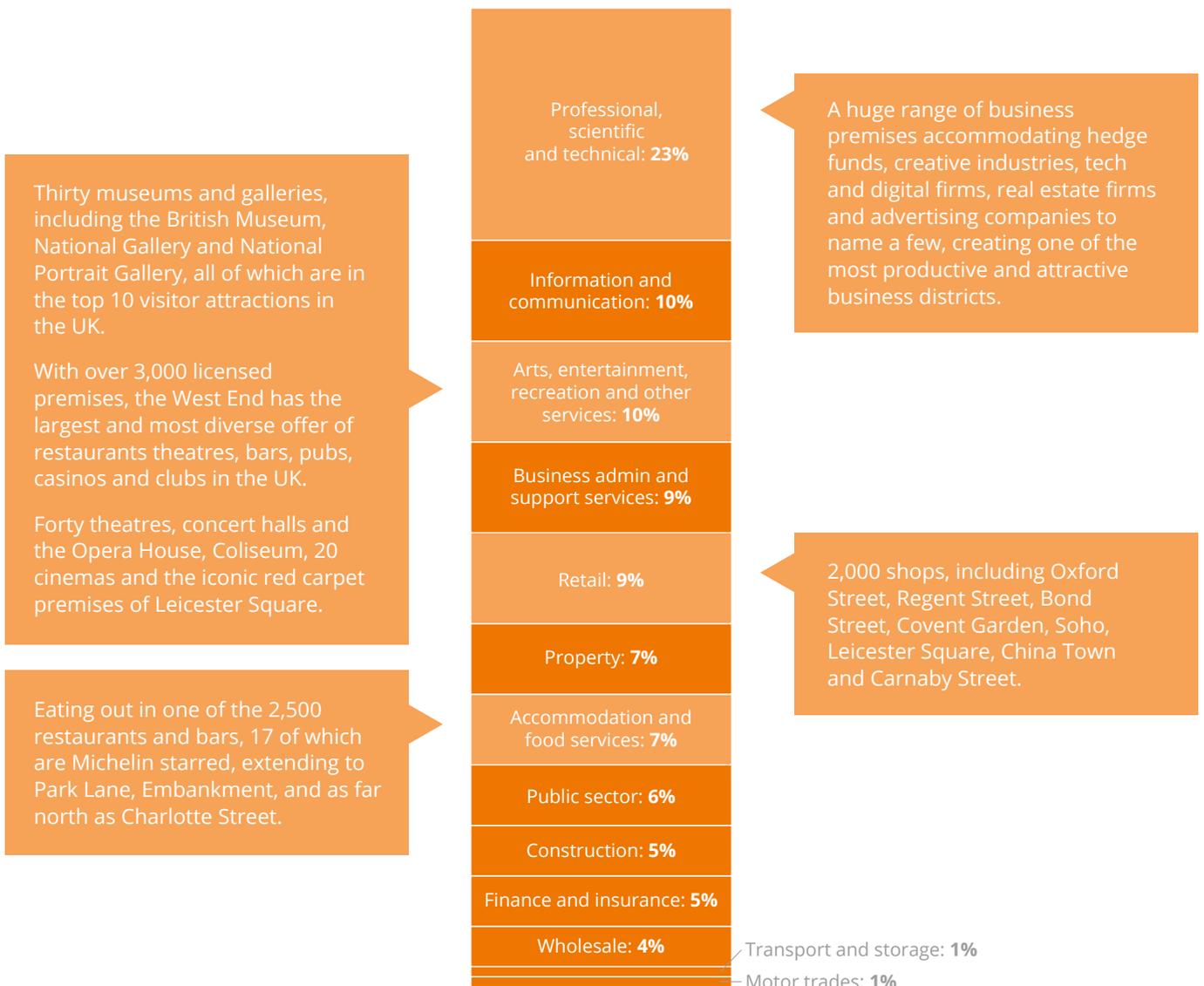


Figure 2 Defining the West End (West End Commission Final Report, 2013)

“There is no single definitive definition of this unique urban area.”

West End Commission Final Report (2013)

limited impact in the short-term. Businesses, as customers of freight, can influence these trips directly by managing delivery and servicing activity, rather than simply accept poor air quality and traffic-clogged streets.

Over the past few years a variety of stakeholders across London have been involved in successful trials and pilots to mitigate these issues. What is needed now is to ensure that individuals, landlords, and businesses of every size and type have access to the solutions which work for them.

1.2 Policy Context – a Framework for Action

All West End Partnership members support a vision for safer, cleaner and more efficient freight. This vision aligns and integrates with Mayoral and borough policies, including:

- New draft London Plan¹ which provides clear impetus for the reservation of land for logistics to enable localised delivery consolidation
- The Mayor’s Transport Strategy² describes the impact of delivery and servicing activity as fuelled by polluting diesel or fossil fuels and accounting for approximately one third of vehicle traffic in central London during the morning peak. The Mayor is keen to address congestion by:
 - improving the efficiency of deliveries;
 - moving delivery vehicle trips to alternative times of the day when the network can better accommodate them and;
 - maximising deliveries by sustainable modes.

In addition, the Mayor is committed to delivering Healthy Streets, where people from all walks of life can use London’s streets, with an aim to have 80% of trips in London as active travel (e.g. walking and cycling). High levels of freight and servicing traffic will impede meeting this target.

- London Borough of Camden’s Local Plan (2017) and Transport Strategy (2011) including: Commitments to improve the reliability and efficiency of deliveries to support the objective to manage congestion on the road network³; and Policy T1 to prioritise walking, cycling and public transport⁴
- City of Westminster’s Local Implementation Plan (2013) including addressing freight to reduce the impact of traffic on the environment⁵ and Policy S42 in the Westminster City Plan (2016) to ensure that developments demonstrate that freight, servicing and deliveries required will be managed in such a way to mitigate adverse impacts⁶
- The Elizabeth Line Readiness Report (2018), commissioned by New West End Company, The Fitzrovia Partnership and Heart of London Business Alliance stated that to be ready for the arrival of the Elizabeth Line a focus is needed on creating ‘traffic free areas at peak times and flexible use of space at less busy times, for loading, servicing and deliveries’⁷

WEP Framework to influence freight behaviour will:

- reduce the number of road freight trips.
- maximise local delivery and servicing trips on foot or bike.
- encourage the uptake of trips by rail and water, where practical.
- ensure the suitability of delivery and servicing trips to the location and road network, encouraging planned delivery times, locations and routes.
- mitigate the impact of road freight trips, ensuring that only safe, clean and quiet vehicles are used for all delivery and servicing activity in the West End and;
- support the delivery of Healthy Streets for London.

1 london.gov.uk/what-we-do/planning/london-plan/new-london-plan

2 london.gov.uk/sites/default/files/mayors-transport-strategy-2018.pdf

3 camden.gov.uk/ccm/cms-service/stream/asset/?asset_id=3440458&

4 camden.gov.uk/ccm/cms-service/stream/asset/?asset_id=3655163&

5 westminster.gov.uk/westminster-local-implementation-plan

6 westminster.gov.uk/westminsters-city-plan-strategic-policies

7 newwestend.com/wp-content/uploads/2018/03/NWEC-Elizabeth-Line-Readiness-Report-Mar18.pdf

1.3 West End Partnership Deliveries & Servicing Group

The WEP Deliveries & Servicing Group (DSG) is formed of a range of West End stakeholders with influence over, or that are impacted by deliveries & servicing, including boroughs, Transport for London, estates, logistics operators, business representatives and residents. The WEP DSG is coordinated and serviced by Cross River Partnership. More information on membership is available in Appendix A.

The DSG first convened in May 2016 and have met thrice yearly with meeting topics ensuring

coverage of West End urban realm programmes; shared best practice and innovative freight interventions from outside the West End. The DSG have also provided advice and oversight of deliveries and servicing research which has fed into the development of the freight delivery plan for Oxford Street.

The WEP DSG presents a fantastic opportunity to deliver real change in the West End, with a strong partnership covering all types of stakeholders (business, public sector, freight operators, residents, land owners). The WEP DSG represents an engaged group with shared vision to deliver results.

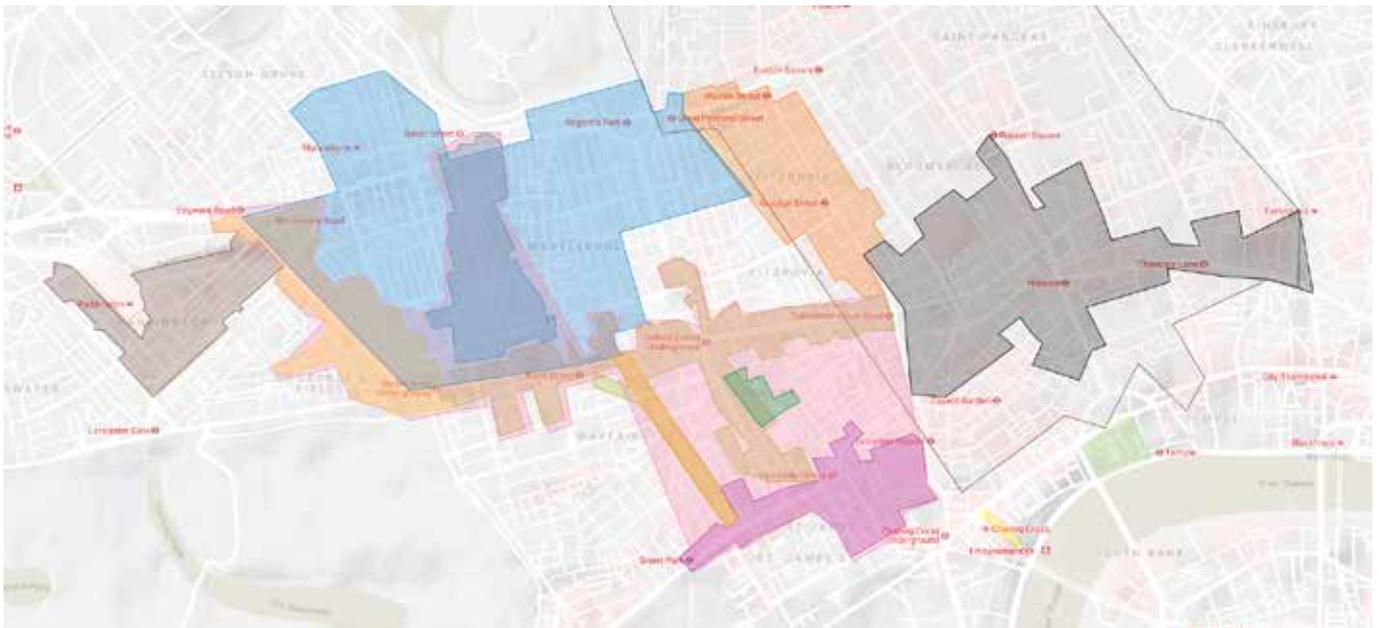


Figure 3 Delivery & Servicing Interventions currently taking place in the West End (www.crossriverpartnership.org/WEPFreight)

Many of the WEP DSG stakeholders are already implementing schemes which are improving delivery & servicing operations in their areas, and across the West End. Figure 2 shows areas where shared supplier schemes, or business engagement on deliveries & freight, details of some are shown in Table 2.

On behalf of the WEP DSG, Cross River Partnership has developed a website which showcases DSG stakeholder projects, signposting to further information and implementation advice (crossriverpartnership.org/WEPFreight). Freight interventions already in action in the West End have been mapped to add to this resource (as shown in Figure 3). More detail has been provided on some of the interventions about within case studies throughout this plan.

Table 2 Current Delivery & Servicing Interventions Delivered in the West End

Intervention	Contact	Outcomes	Further Information
General Delivery and Servicing Plans/Interventions			
deliverBEST	Cross River Partnership (WEP-wide)	to improve local air quality by helping businesses change how they receive deliveries.	deliverbest.london
Somerset House delivery & servicing plan	The Northbank BID	Coordinated approach to delivery and servicing in this iconic, multi-tenanted building.	thenorthbank.london/making-progress/public-realm-and-environment
Villiers Street Delivery and Servicing Plan	The Northbank BID	Identified area-wide recommendations to reduce the negative impact of freight operations	crossriverpartnership.org/media/2017/08/20170608-Villiers-Street-Delivery-and-Servicing-Study-Toolkit-FINAL-Ap...2.pdf
Preferred supplier schemes to consolidate deliveries			
West End Buyers Club	Cross River Partnership (WEP-wide)	Improved air quality in London's West End by promoting the advantages of using preferred suppliers to West End businesses.	www.westendbuyersclub.london
Baker Street Quarter Partnership Smarter Deliveries	Baker Street Quarter Partnership	Reduced the number of delivery trips into the Quarter by encouraging individuals to make use of various Click & Collect options	bakerstreetq.co.uk/services-and-projects/article/smarter-delivery-options-personal-deliveries
Bee Midtown Daily Essentials	Bee Midtown	Reduced the number of delivery trips to office building by consolidating office basics with a single supplier.	bee-midtown.org/smart-deliveries/daily-essentials
Fitzoffice Supplies	The Fitzrovia Partnership	Consolidated office supplies resulting in cost savings and reduced emissions.	fitzroviapartnership.com/news/fitzoffice-supplies-delivering-efficiency-to-your-business
Shaftesbury Zero Emissions Deliveries	Shaftesbury PLC	Improved local air quality and the impact of multiple deliveries to the Carnaby area by implementing a preferred supplier scheme using a single electric vehicle.	anglo-ltd.com/who-are-anglo/approved-partners
Waste management			
Heart of London Deliveries and Waste Management	Heart of London Business Alliance	Reduced traffic congestion and improved ambience for staff, residents and visitors by outlining initiatives for businesses and property owners.	heartoflondonbid.london/air
Grosvenor Waste Consolidation Programme	Grosvenor Estate	Consolidated 500 properties to one waste carrier First Mile, including, mixed recycling, junk removal and food waste. Achieving recycling rates of 70%.	estate.vision@grosvenor.com
PaddingtonNow Recycling Consolidation Scheme	Paddington Now	Reduced the waste vehicle trips from over 50 to six per week.	paddingtonnow.co.uk/services/recycling
St James' Market Waste Consolidation programme	The Crown Estate	Consolidated and reduced waste collections, including using specialist services to deal with food and other wastes.	heartoflondonbid.london/what-we-do/street-management/air/refining-jermyn-street
Consolidated deliveries			
London Borough of Camden Freight Consolidation Service	Camden Council (WEP-wide)	Reduced the number of vehicle trips to council site and noxious emissions while improving procurement savings and business operations.	camden.gov.uk/ccm/content/business/in-business-in-camden/selling-to-camden-and-strategic-procurement/freight-consolidation
Click. Collect. Clean Air.	Cross River Partnership	Reduced the number of delivery trips to office buildings in Central London by simplifying using Click & Collect as an alternative to receiving personal deliveries at work.	clickcollect.london
The Crown Estate, Regent Street Consolidation Centre	The Crown Estate	Reduced vehicle movements to participating retail stores in the West End by up to 85%.	clippergroup.co.uk/wp-content/uploads/2016/01/Regent-Street-Consolidation-Case-Study_LR_v2.pdf
Grosvenor Delivery Consolidation	Grosvenor Estate	Proof-of-concept pilot in partnership with Anglo and Gnewt. Over 25 deliveries per day consolidated at Gnewt's facilities and then carried in one, environmentally-friendly electric vehicle a day. Seeking to expand initiative in 2018.	cleanair-anglo.com
Lowering emissions from commercial vehicles			
Freight Electric Vehicles in Urban Europe (FREVIEWE)	Cross River Partnership (WEP-wide)	Created an evidence base of European best practices facilitating future use of electric vehicles by private logistics operators.	freviewe.eu
Marylebone Low Emission Neighbourhood	Westminster City Council	Aim to improve air quality throughout the Marylebone area by implementing a range of projects.	marylebonelen.org
New West End Company Air Quality Strategy	New West End Company	Aims to significantly reduce air-pollution between 2016 and 2020 through business-led action.	newwestend.com/wp-content/uploads/2016/06/NWEC-Air-Quality-Strategy-2020.pdf
Smart Electric Urban Logistics	Cross River Partnership	Aims to greatly improve the current capacity for charging and deploying electric freight vehicles.	crossriverpartnership.org/projects/smart-electric-urban-logistics

1.4 Timeline

Over the next two years the physical road space in the West End will change significantly, with changes being implemented on Baker Street, Tottenham Court Road, Hanover Square and at over 30 locations within the West End.

There will also be a massive increase in the number of pedestrians in the area, with the opening of the new Elizabeth Line underground rail service in December 2018. This will mean accommodating 799,000 pedestrians every day from Bond Street, Tottenham Court Road and Oxford Circus stations by 2031⁸, with increasing pressure at peak times. Bus and cycle routes will need to change to accommodate this activity, and additional security infrastructure will be put in place to provide a pedestrian-friendly, integrated transport network.

Major schemes are detailed in Table 3, and Appendix 1 provides a more complete list.

1.5 Vision and Targets

The West End Partnership recognise that all stakeholders must play a part in delivering the change ahead. With no single solution to reducing the impact of delivery and servicing traffic, it will be necessary to tackle the large-scale and long-term issues, avoid re-inventing the wheel, and ensure that localised proven solutions are scaled up.

By 2030, due to the introduction of measures including the Ultra Low Emission Zone and development of electric vehicle technology it is predicted that only quiet, zero emission vehicles will be entering the West End and other cities. Large deliveries will be made at times that suit the road network and individual location, ideally overnight where it will not impact residents, and a network of local logistics centres will enable daytime delivery of goods and services on foot and by bike.

To achieve this, courageous decisions must be taken today. The variety of commodities and customer needs means that solutions are interlinked, and will require action by several different stakeholders to maximise change. Concerns over issues such as noise from night time deliveries need to be addressed, if this vision is to be delivered.

Table 3 Major Transport and Urban Realm Schemes Planned in the West End

Major schemes	Indicative completion
Elizabeth line opens	December 2018
Baker St – Two way Public realm project including the removal of the current gyratory system.	March 2019
Hanover Square Pedestrianisation of the western side of Hanover Square in relation to the Crossrail Bond Street eastern station entrance.	January 2020
Tottenham Court Road Transformational scheme: conversion of Tottenham Ct Rd and Gower St to two-way operation. Major road layout changes to Princes Circus and St Giles with wider footways, segregated cycleways etc.	March 2020
Oxford Street Transformation proposals are being developed for the Oxford Street District.	

To facilitate action, a Framework of solutions that considers:

- needs of different customers.
- complex supply chains and;
- various vehicle types that supply them.

has been developed. This will guide action while rapid change occurs over the next two years. Action will focus on ensuring:

Safe, clean and efficient movement of goods and services that delivers for residents, visitors and businesses in London's West End.

There is great benefit of the West End Partnership working together with shared ambition to deliver significant change through this Freight & Servicing Strategy. This partnership covers a greater area, and can work together to share data, costs and innovative new delivery approaches.

Key targets have been developed for the Freight & Servicing Strategy. These targets are in support of targets set by partners; and reflect the specific requirements of the West End and WEP's vision for the future.

1. By 2030, the WEP DSG will reduce absolute numbers of delivery & servicing vehicles by 10% across the WEP area (measurable through Congestion Charge Zone as a proxy).
2. By 2030, the WEP DSG will reduce delivery & servicing vehicles by at least 80% in areas of key importance to the West End (e.g. Oxford Street, West End Project, Covent Garden), at the times of day when visitor numbers are at a peak (measurable through local traffic before and after monitoring surveys).

⁸ newwestend.com/wp-content/uploads/2018/03/NWEC-Elizabeth-Line-Readiness-Report-Mar18.pdf

1.6 Data

One of the big problems faced in reducing the impact of delivery and servicing traffic is in understanding what delivery and servicing activities are occurring and why. If a single lorry is parked outside a supermarket, it may be obvious that it is delivering food. Over 280,000 freight journeys are made each day in London and, put simply, not much is known about them.

Vehicle movements are generated by customer orders, but there are obvious commercial confidentiality issues in finding out information including:

- how many deliveries take place.
- if the delivery could take place at a different time.
- if a delivery could be consolidated with other deliveries to the same/nearby location
- contents of a delivery.
- time constraints of each delivery (for example fresh food required immediately before service).

Observational survey work is very expensive and needs to cover 24 hours a day for several days at a time to be truly insightful, particularly to provide an insight into e-commerce and parcel deliveries.

The West End Commission Final Report (2013) established that 'there is no single definitive definition of this unique urban area' reflected by the broad range of economic sectors that make up the West End, from retail to arts and recreation, food and drink, to professional, scientific and technical services, to finance and business services, alongside the estimated 40,000 residents in the core West End wards.

Freight studies across the West End have been sporadic to date. Due to high costs of undertaking comprehensive data collection, it is difficult to get a clear, detailed picture of deliveries and servicing across such a wide, high density area.

Available data overall shows that in general:

- deliveries and servicing movements in central London have been following an ongoing trend from larger trucks (declining since 2000), to smaller vans (TfL, 2017⁹)
- Around 16% of traffic in Westminster is freight (HGVs/larger trucks)¹⁰
- delivery and servicing trips are compacted in morning hours, increasing vehicle numbers during morning traffic peaks
- the range of commodities bought and services used across the West End are diverse.

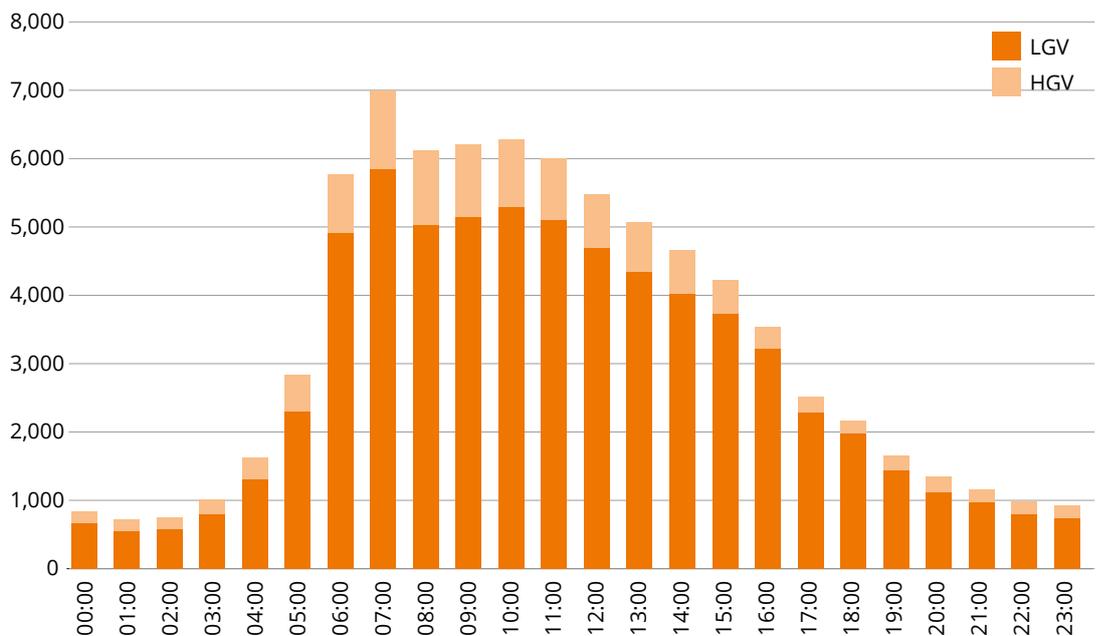


Figure 4 Daily freight by time into central London

⁹ content.tfl.gov.uk/travel-in-london-report-10.pdf

¹⁰ DfT traffic count data 2000-2016 dft.gov.uk/traffic-counts/cp.php#countpointstable

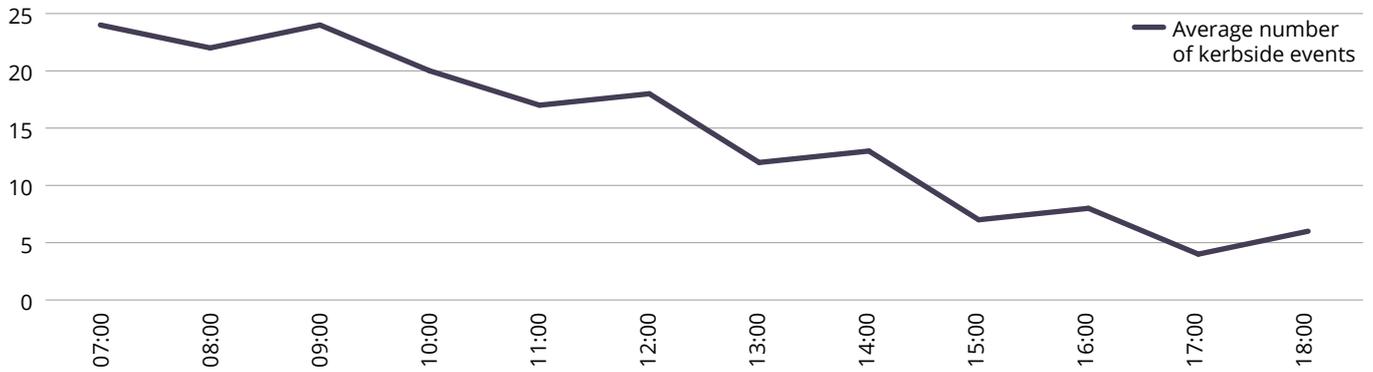


Figure 5 Average Number of Kerbside events (loading/unloading/waiting) Observed during research in Oxford Street West District (CRP, 2017)

- Areas with similar characteristics and business types (London's 'clusters', described in Section 1.6) often generate similar levels and types of trips.
- Larger logistics operators are broadly consistent across the area, however operations managed by suppliers themselves, servicing operations and increasing 'gig' economy provision add complexity to the wider picture.
- Individual areas have distinct characteristics, with multiple land uses (see Figures 7&8) and resulting complexities in deliveries and servicing. For example, observed during research commissioned by Westminster City Council on Oxford Street West to understand deliveries & servicing characteristics of the surrounding streets (Figure 9).

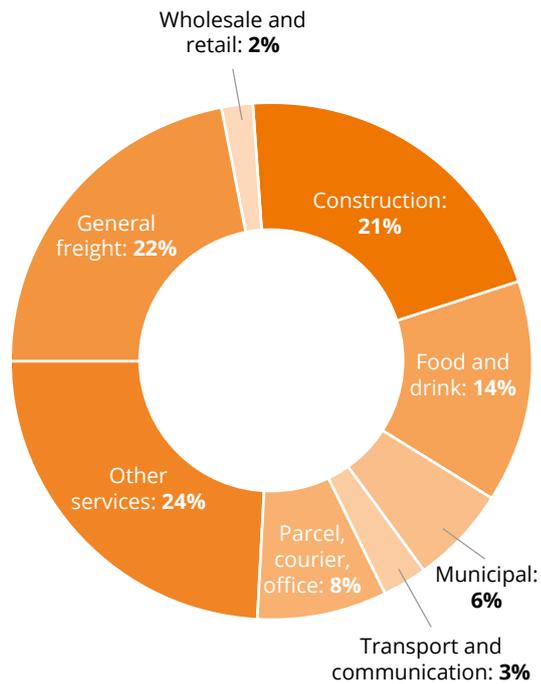


Figure 6 Breakdown of freight by type (TfL Roadside Survey, 2013)

While the information available may not be perfect, it does enable understanding of how the West End works and development of broad, flexible solutions. It also provides partial baselines of current activity, to enable monitoring of the change that occurs as solutions are implemented.

Data available on smaller innovative interventions provides local scale implementation evidence, which can support actions through business engagement and local kerbside restrictions for example, aligned to the cluster-based approach detailed in Section 1.6.

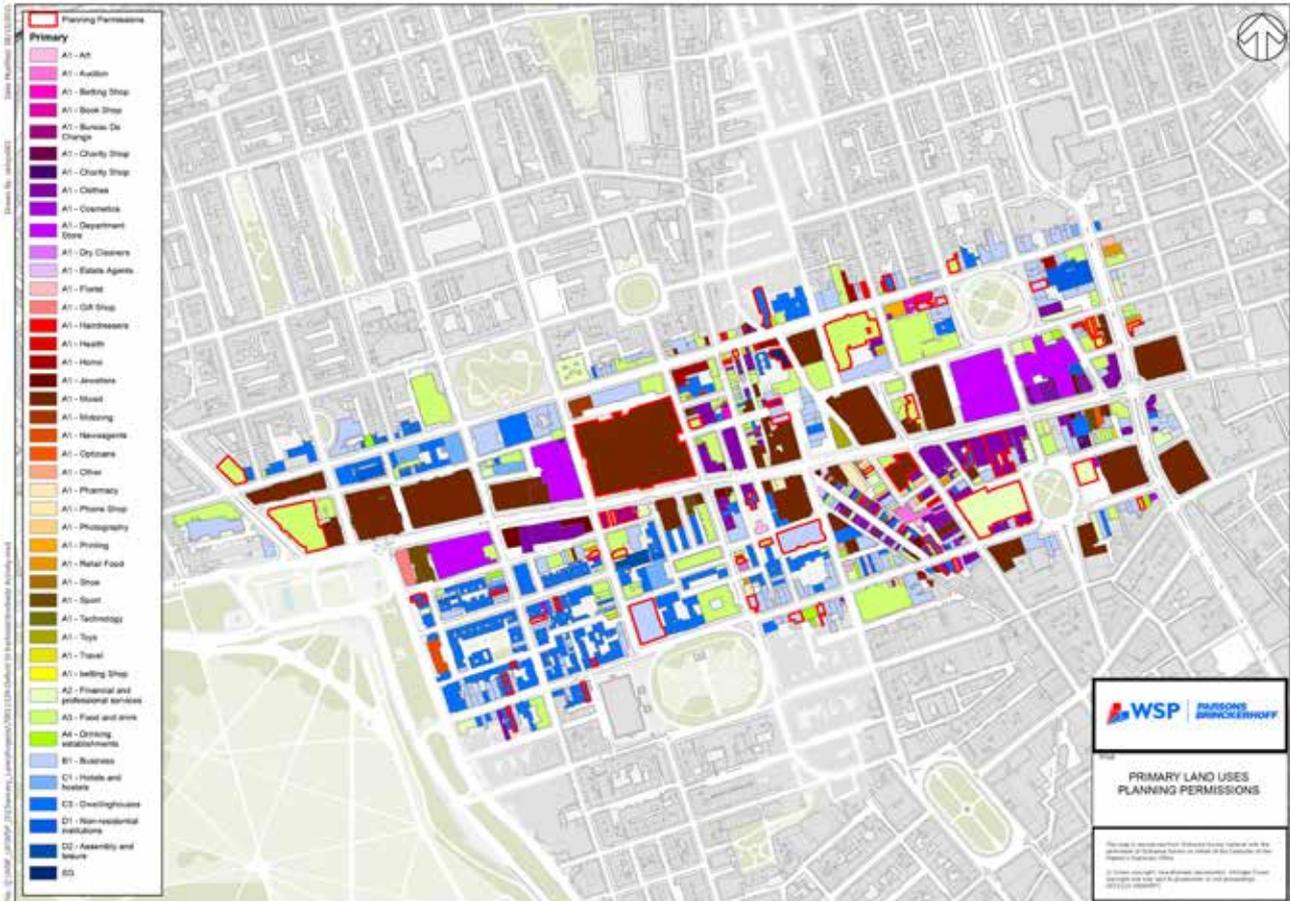


Figure 7 Primary Land Uses in the Oxford Street West District (WSP, 2016)

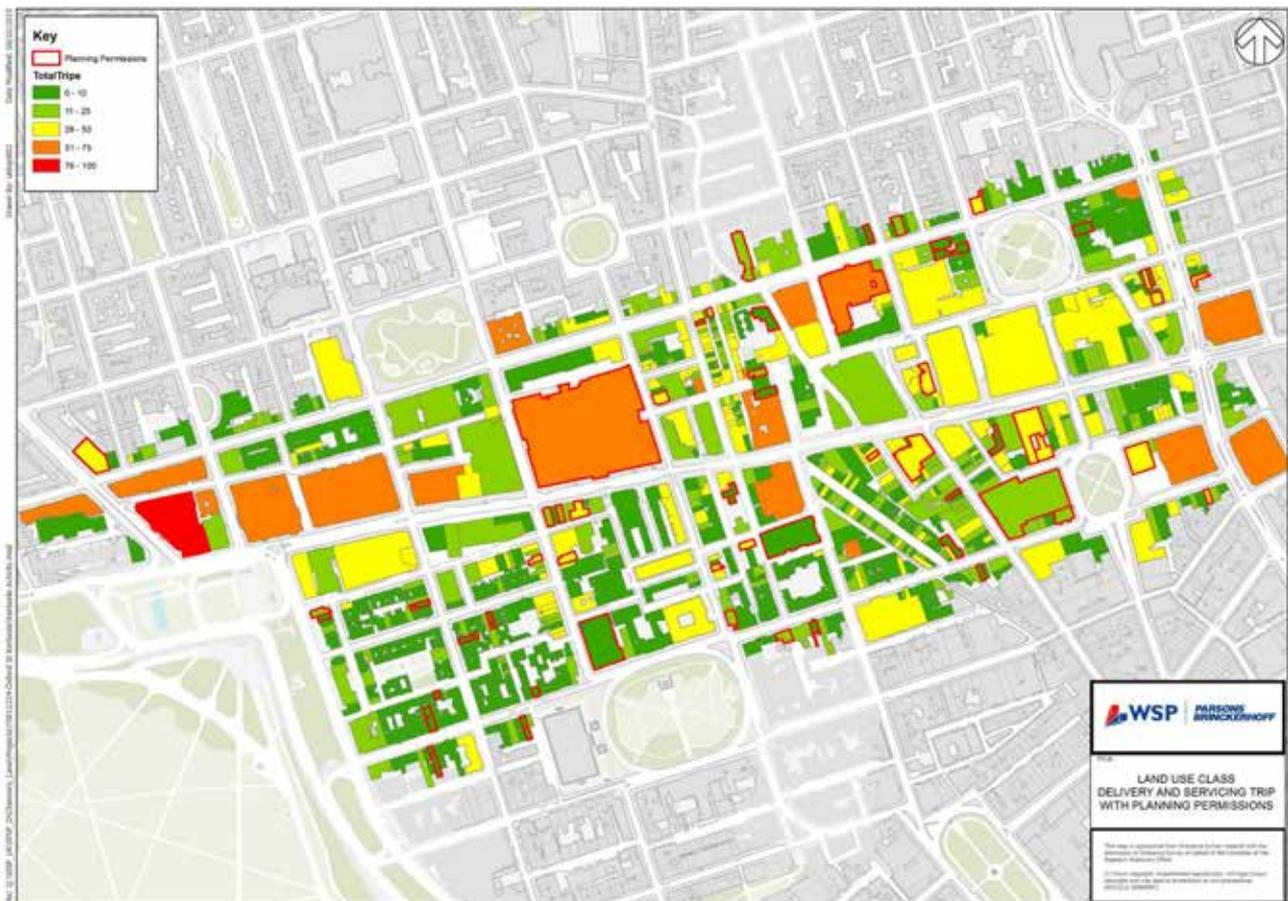


Figure 8 Number of trips generated per building/business in Oxford Street West District (CRP/WSP 2017)

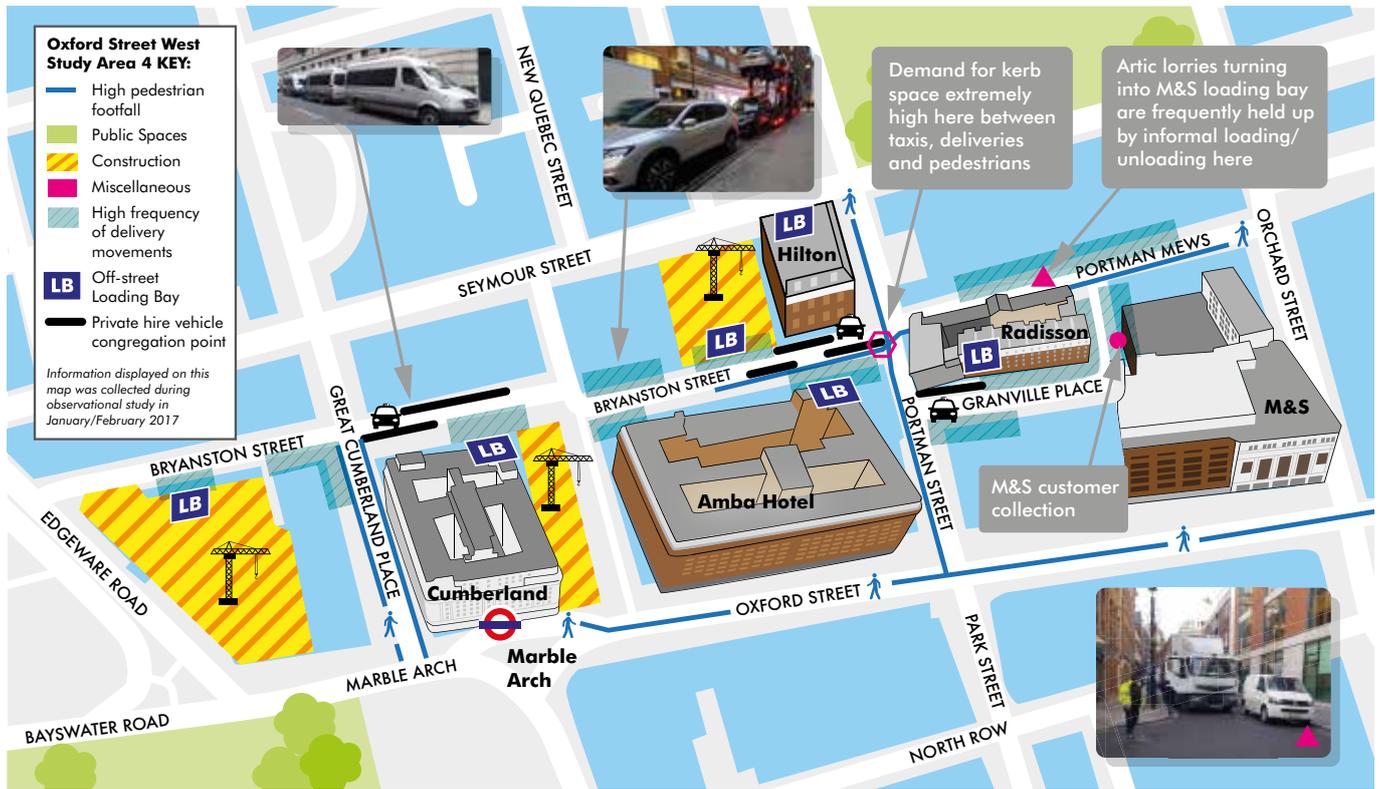


Figure 9 Observed Bay delivery activity, Oxford Street West District (CRP, 2017)

1.7 Diversity in Economic Use / Economic Use Characteristics

The Draft London Plan describes the evolution of London over many decades as *'resulting in an extraordinary web of distinctive residential streets, squares, markets, parks, offices, and industrial and creative spaces'*. These clusters feel like individual villages to residents, workers and visitors in the West End. Each area has its own feel, business make up and personality. The individuality and identity of these places are what make the West End great. However, each of these different clusters are delivered to and serviced differently, which means addressing urban freight differently in each cluster.

The diversity of activity in a small area can be seen from a TfL survey undertaken in 2009, which found that deliveries to retail premises on Regent Street accounted for only 19 percent of the total. The hospitality sector (38 percent) and business deliveries (28 percent) actually had more impact and needed greater attention. (TfL, August 2009).

West End clusters are diverse in terms of the facilities on offer to residents and visitors, therefore all areas cannot be treated in the same way. The framework identified in this plan has been deliberately designed to ensure that the solutions applied are the correct ones for the relevant local level – what has been defined as a cluster.

It is important to not be too specific on what forms a cluster – it could be a collection of streets, or a Business Improvement District (BID) area, or it could be an individual street. For example, the Oxford Street district could be defined as one cluster, but it is obvious to even the most casual observer that James Street and Binney Street are very different in character, and yet they are only 100 metres apart.

Therefore, solutions may need to overlap across 'cluster boundaries'. It is important to understand where and when solutions are applied and communicate this clearly. Where implementation is by a BID or other appropriate stakeholder, their clear ownership and local knowledge will support this objective. The appropriate lead stakeholder will be able to champion the delivery of change in that area.

Key

- Study area boundaries:
- 1 Oxford Street/Regent Street
- 2 James Street
- 3 Brook Street
- 4 Bryanston Street
- 5 Park Street
- 6 Lumley Street

Department stores

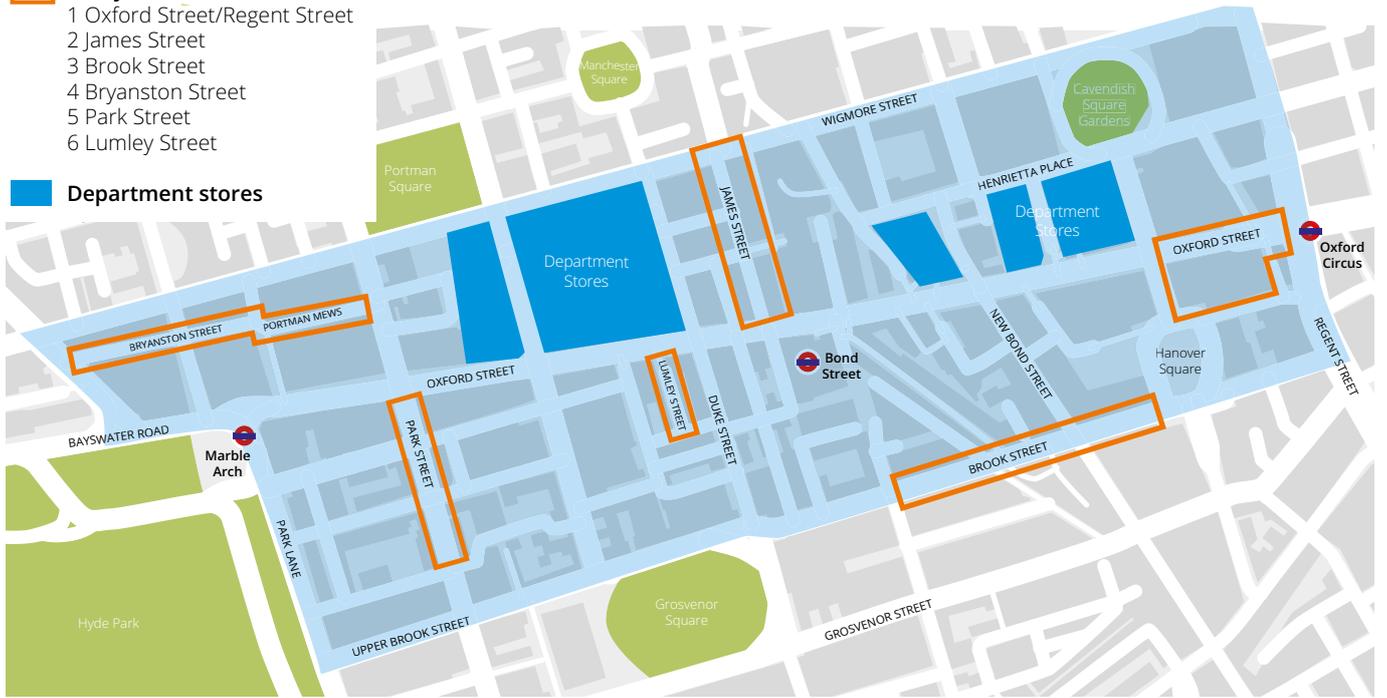


Figure 10 Oxford Street West District Map, Oxford Street West Delivery & Servicing Business Engagement Study, Cross River Partnership, 2017

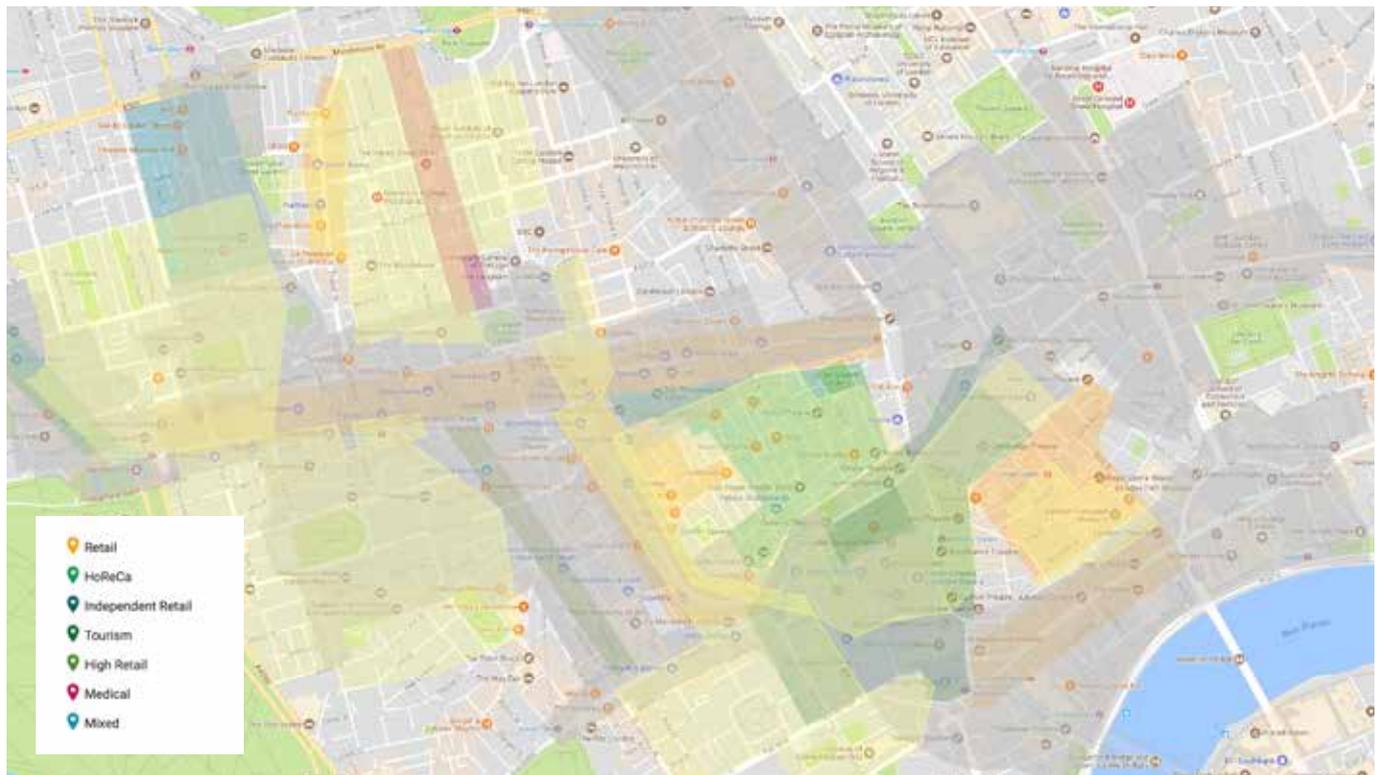


Figure 11 Examples of West End Clusters with different business types (legend), single dominant landowner (yellow), and BID outlines (grey)

1.8 Methodology

The following sections describe proposed interventions which have been determined by the WEP Deliveries & Servicing Group to be:

- Suitable for implementation in the West End.
- Have previously had some success; or potential for success.
- Can be delivered by WEP or WEP D&S Group members.

Interventions that have been trialled successfully in local areas now need coordinated, collaborative leadership from the WEP D&S group to upscale their approach across a wider area.

In addition to the above data collection and review to inform understanding of the characteristics of the West End, and delivery and servicing within that, this report has been produced collaboratively with stakeholders. In generating this report, Cross River Partnership has sought input from all WEP D&S Group members, senior representatives in WEP; Transport for London; Westminster City Council; London Borough of Camden; Business Improvement Districts; The Crown Estate; Grosvenor; Shaftesbury Estates and residents' representatives.

section 2

Delivery and servicing interventions

Having made the case for interventions in deliveries and servicing in the West End, consideration needs to be given to the types of interventions that might work.

2.1 Behaviour Change Through Procurement

Across the West End hundreds of businesses are buying goods and services and specifying the standards they expect their supply chains to meet. These standards cover everything from wages, health and safety performance, anti-slavery policies and sustainability credentials, to payment terms and insurance.

TfL and the GLA have proven the effectiveness of addressing freight in procurement conditions, and the construction industry is now embedding these principles through the implementation of CLOCS.

To manage a range of issues from modern slavery to vehicle safety, large public bodies have Responsible Procurement Codes including the Greater London Authority and London boroughs. Similar procedures are adopted by businesses to manage their supply chain risks. These codes and procedures have varying approaches to influencing freight through the supply chain. As an often indirect impact of product or service provision, it can be overlooked.

Through examining these existing codes, clauses that could be adopted by businesses wishing to influence delivery and servicing activity will be shared with organisations across the West End to reduce their negative impacts on local traffic congestion and air quality.

As a first step, members of WEP will review their own supply chain networks to minimise the negative impacts of their own freight-related activity. However, appropriate procurement conditions will be expanded to cover safe, clean and quiet deliveries that any business is able to adopt, without having to start the process from scratch.

Any new responsible procurement code will support safer vehicles, drivers and operations through the recognition of operators that are Fleet Operator Recognition Scheme (FORS) Bronze registered (or equivalent) and committed to reducing vehicle emissions through the uptake of LoCITY actions. Both of these freight programmes and interested parties involved in reducing the noise from deliveries will be engaged, to maximise the use of procurement ensuring clean, safe and quiet delivery activity in London.

CASE STUDY 1 – INFLUENCING THROUGH PROCUREMENT

The City of London Corporation has committed to no longer purchasing any diesel vehicles for their contracts. This will make a significant difference to their supply chain, and competitors of their supply chain. It sets an excellent example to neighbouring organisations to follow suit to improve local air quality.

news.cityoflondon.gov.uk/city-of-london-corporation-bans-diesel-vehicle-purchases

2.2 Resource Use and Waste Management

Volumes of goods procurement has a significant impact upon the number of freight vehicles that are entering the West End. Some of this procurement could be deemed unnecessary. For example, bottled water; paper hand towels; drinks straws; disposable cups are not always required, or have alternatives such as filtered tap water or hand dryers. In addition, packaging could be minimised to reduce bulk and weight of goods transported.

Reducing use of these in the West End not only supports a desire to reduce incoming vehicles, but also outgoing waste vehicle movements and wider sustainability goals. It will support the Mayor of London's agenda to move to zero waste and a circular economy for the city.

This programme presents an opportunity to consider where reverse logistics operations might be more effectively implemented. For example, some suppliers are able to deliver recycled paper and other office supplies on the same vehicles that remove paper waste; closing the resource loop on this consumable.

2.3 Delivery and Servicing Actions

The basis of the WEP Freight & Servicing Strategy will be implementing proven approaches in London and elsewhere. The Plan will use WEP stakeholder influence and activity to maximise the impact of activities. Local authorities, Greater London Authority and Transport for London will use their influence to ensure effective planning, regulation and enforcement; whilst business groups will influence delivery and servicing movements through responsible procurement, ensuring a more efficient West End.

The actions detailed by this will help to reduce road deliveries & servicing trips; ensure the suitability of trips to the network and location; and mitigate the negative impacts of freight.

2.3.1 Reduce Road Freight Trips

The biggest change that must be made is to reduce the impact of deliveries by minimising the number of road freight trips generated. Supply chains are often complex, and there is an obvious focus on last-mile trips, but the West End is at the centre of London's rail network and is bordered by the River Thames and the Grand Union Canal. Walking and cycling courier services are becoming more frequent in city centres, including the West End.

CASE STUDY 2 – CHANGING MODES

Since 2015, Inter City Rail Freight and WeGo couriers on bicycles and electric vans have been providing daily deliveries of fresh fish from Cornwall to the Capital restaurants, via Penzance and Paddington.

<http://intercityrailfreight.com/index.php/2016/12/08/seafood-catches-the-express-train-to-london/>



CASE STUDY 3 – SHARING LOGISTICS SPACE

The Travis Perkins/Unite development at Kings Cross provides student accommodation and a new service centre for Travis Perkins. The development demonstrates that competing land uses can be provided for on the same site through good design and application of planning policy.



- **Modal shift**
By changing the delivery mode from lorries and vans, to rail, water, bike or on foot, it is possible to reduce the number of vehicles on the road network and improve air quality.
- **Land Use and Planning**
The London Plan highlights the limited logistics capacity within the West End and wider Central Activity Zone, and states that 'planning decisions need to take into account providing essential CAZ functions, including sustainable distribution and logistics'. Both Boroughs have policies that address the sustainable movement of goods and services (WCC – Policy S42, LBC Policy T4) and seek to minimise the adverse impacts of freight.
- **Consolidation of delivery and collection activity into fewer vehicles**
Consolidation is a proven method of reducing the number of freight vehicles in the West End, especially when it reduces business costs. There are various methods of consolidation, including consolidation of suppliers through procurement; consolidation of delivery points; and physical consolidation. Many good examples exist in the West End, such as St James' Market waste consolidation by The Crown Estate. The current appetite for change in the way cities are delivered to and serviced provides a unique opportunity to trial significant change. This appetite is led by security concerns, the health impacts of air pollution and a desire to ensure a prosperous economy from an efficiently managed urban area. The high associated costs, and expectation of operator-led consolidation centre, has not been overwhelmingly successful in the past. Currently, there is an opportunity to link previous trials with a new regulatory background to scale up change to create a West End destination that is serviced more efficiently, effectively and safely than ever before.
- **Resources and Wastes**
London has ambitions to encourage a circular economy, where resources are used more efficiently, make the most of design for longevity and reuse. This plan recognises those ambitions by proposing actions which will support a move towards a circular economy including waste reduction and reverse logistics.

2.3.2 A Framework of Actions and Prioritisation

The table below describes actions that can be taken to achieve the following:

- Reduce Road Freight Trips
- Ensure the suitability of delivery & servicing trips to the location and road network
- Mitigate the Impact of Road Freight Trips

Plus West End Partnership Central Activities which are required to support and communicate the above activities; provide a central contact point; engage with businesses, visitors and residents; and to ensure delivery of the programme

Activities have been prioritised as High (H), Medium (M), and Low (L) priority, as well as given timeframes for delivery. Strategic priorities (High priority) are key to realise the overarching ambition of WEP to make a significant improvement to congestion and air pollution in the West End. A focus on these strategic priorities does not preclude immediate implementation of low-key actions (Medium and Low priority) which are simple to deliver, and will support longer term strategic activities.

Twelve actions have been detailed in table 4, which the WEP DSG have identified as having most impact on freight and servicing in the West End; with the first six having been prioritised to be implemented first. This list will be dynamic by nature, and therefore this will be a living document with actions updated as the sector innovates and changes.

CASE STUDY 4 – SHARED SUPPLIER SCHEMES



The West End Buyers Club is a shared procurement scheme promoted by Westminster Business Improvement Districts to their member businesses in the West End. By using fewer suppliers, fewer freight trips are generated, air quality is improved and there is less traffic congestion. westendbuyersclub.london

CASE STUDY 5 – CONSOLIDATION CENTRES

The North London Consolidation Centre was set up by London Borough of Camden to streamline the borough's procurement processes to all council managed buildings. London Borough of Islington has now joined the scheme, and it is open to other businesses to use.

camden.gov.uk/ccm/content/business/in-business-in-camden/selling-to-camden-and-strategic-procurement/freight-consolidation

The project was supported by a Interreg IVB-funded programme, LaMiLo (Last Mile Logistics): lamiloproject.eu



CASE STUDY 6 – RIGHT TIME, RIGHT PLACE



The London Lorry Control Scheme provides a framework for restricting the movement of larger trucks (over 18t) across greater London area. It is particularly aimed at reducing access to residential areas overnight. The scheme is currently under review.

Table 4 Priority actions for implementation across WEP

Ref	Action/Detail	Responsibility	Priority	Timeframe	Outcomes
1	<p>Retiming</p> <ul style="list-style-type: none"> Develop a noise standard (potentially UK-wide with DfT and Noise Abatement Society to support industry) Providing guidance to operators Ensuring appropriate planning conditions 	WEP Boroughs/TfL	H	By 2025	<ul style="list-style-type: none"> Reduction in congestion Reduction in air pollution Reduce vehicles at peak visitor times Potential benefit/application across London/UK
2	<p>Network information/Open Data</p> <p>Provide information to vehicle operators to ensure efficient deliveries including sensitive areas, roadworks, Kerbside restrictions</p>	Boroughs TfL	H	By 2023	<ul style="list-style-type: none"> More efficient deliveries Reduction in vehicle miles Reduction in kerbside use pressures Potential benefit/application across London/UK
3	<p>Logistics Land</p> <p>Protect logistics land use in the West End (including loading bays; micro-consolidation) and identify areas for logistics use (e.g. car parks)</p>	Boroughs Estates	H	By 2022 and ongoing to 2030	<ul style="list-style-type: none"> One identification of existing available space Reduction in loading/unloading on the public network Reduction in motor vehicles Improved air quality
4	<p>Property Leases</p> <p>Develop and implement model clauses to encourage behaviour change (e.g. for retiming, use of shared supplier schemes, reduced resource use)</p>	Estates	H	By 2022	<ul style="list-style-type: none"> Reduction in vehicles Improved air quality Improved public space
5	<p>Re-modelling deliveries</p> <ul style="list-style-type: none"> Re-mode to cycle and pedestrian modes through: Trial and enable porterage schemes/local logistics centres Increase accessibility of cycle superhighways to freight 	Boroughs Estates TfL	H	By 2025	<ul style="list-style-type: none"> Reduction in motor vehicles Improved air quality Improved public space
6	<p>Delivery & Servicing Management Areas</p> <ul style="list-style-type: none"> Research and develop a structure for how delivery and servicing management areas could work for the West End including: Geographic spread (appropriateness, recognising different characteristics of different areas) Uniform approach (to make compliance simple for operators) Approach (use of booking/permits/links to ULEZ etc. TBD) Link to outcomes (HVM; ULEVs; reduction in absolute numbers of all delivery and servicing vehicles) 	TfL Boroughs	H	By March 2019	One research report and implementation plan for a game changing approach to freight management in the West End
7	<p>WEP Public Realm Project D&S Best Practice Guide</p> <p>Develop an approach for all urban realm projects to take when implemented in the West End; both for approach to design, and stakeholder engagement</p>	Boroughs TfL Estates	M	By December 2018	One Best Practice Guide to ensure all projects are completed with consideration of D&S, and linked with existing solutions
8	<p>Servicing</p> <p>Trial overnight drop-off / storage of tools and spare parts to buildings and construction sites/storage allowing service engineers to travel by public transport/bike</p>	Estates BIDs Boroughs	M	Ongoing to 2030	<ul style="list-style-type: none"> Reduction in delivery vans Reduction in kerbside pressures Improved air quality Improved public space
9	<p>Personal Deliveries</p> <ul style="list-style-type: none"> Increase advice to individuals/businesses to support consolidation of online deliveries; and to reduce missed deliveries Click. Collect. Clean Air. 	BIDs Estates Boroughs TfL	M	By December 2020	<ul style="list-style-type: none"> Reduction in vehicles Improved air quality Improved public space
10	<p>Multi-tenanted offices</p> <ul style="list-style-type: none"> Increase coordination and collaboration within large and multi-tenanted buildings and between businesses to increase the use of shared suppliers Shared loading facilities and booking systems where appropriate 	Estates BIDs Boroughs	M	Ongoing to 2025	<ul style="list-style-type: none"> Reduction in vehicles Improved air quality Improved public space
11	<p>Shared Supplier Schemes</p> <p>Increase uptake of local shared supplier schemes and the West End Buyers Club</p>	Boroughs BIDs Estates	M	By December 2020	<ul style="list-style-type: none"> Reduction in vehicles Improved air quality Improved public space
12	<p>Resource Management</p> <p>Improve reverse logistics and resource use/waste management</p>	Boroughs Business Operators	L	Ongoing to 2030	<ul style="list-style-type: none"> Reduction in waste vehicles Reduction in waste bags on street Improved business sustainability

2.3.3 Ensure The Suitability Of Delivery & Servicing Trips To The Location And Road Network

- **Retiming**
By avoiding activity at sensitive locations and times and reducing congestion on the road network at peak periods; congestion and air pollution will be reduced.
- **Improved control of delivery locations**
Delivery locations at kerbside are often not suitable for drivers, other network users and customers of freight trips. Better management and coordination of freight loading and unloading, as well as parking of servicing vehicles, will ensure minimal time and road space is allocated for deliveries.

This Freight & Servicing Strategy proposes promotion and encouragement in this section; however, some of these behaviours might encouraged better through enforcement by new e.g. controlled freight zones or parking/loading restrictions.

CASE STUDY 7 – RETIMING

Following the increased use of retimed deliveries during the 2012 Olympic and Paralympic Games, TfL worked with businesses and London's Borough Councils to understand the issues affecting delivery times.

For example, in Hammersmith and Fulham the delivery to a Waitrose store was moved 2 hours later, to reduce the potential conflict between pedestrians and cyclists when the delivery took place. This involved obtaining a detailed noise assessment and submitting a Section 73 change to the planning conditions. While this was not a quick process, it demonstrates that regulations may need to be reviewed in order to improve the local environment.



CASE STUDY 8 – ACCURACY OF DELIVERIES



what3words provides accurate location information to delivery drivers, within a 3m² area. This gives delivery people a smaller area to target

than traditional postcodes, reduces time in vans, and walking time searching for correct addresses.

A trial by Quiq in 2017 reduced the length of time it took to deliver 20 parcels across Central London by 30 percent using [what3words.com](https://www.what3words.com/2017/06/quiq-shaves-30-off-delivery-time-3-word-addresses) ([what3words.com/2017/06/quiq-shaves-30-off-delivery-time-3-word-addresses](https://www.what3words.com/2017/06/quiq-shaves-30-off-delivery-time-3-word-addresses))

CASE STUDY 9 – CONSTRUCTION LOGISTICS SAFETY



The Construction Logistics and Community Safety Standard outlines a common road safety framework for use by the construction logistics

industry to achieve far-reaching changes in the way the industry manages potential dangers to cyclists, pedestrians, motorcyclists and other vulnerable road users. The Standard is implemented by construction clients through contracts and enables ownership of managing road risk by all fleet operators.

WEP partner, The Crown Estate, has recently become the 500th organisation to endorse the standard: [clocs.org.uk/500th-champion_the-crown-estate/](https://www.clocs.org.uk/500th-champion-the-crown-estate/)

2.3.4 Mitigate the Impact of Road Freight Trips

As a last resort, when the number of vehicle trips is reduced as far as is possible, evenly spread across the network and throughout the day.

- **Safe Delivery & Servicing**
Reducing the safety and security risks to pedestrians, cyclists and other road users, and ensuring the health and safety of the drivers and staff involved.

- **Cleaner vehicles**
WEP stakeholders will ensure that only zero emission vehicles are used in the West End and support the introduction across London of the Ultra-Low Emission Zone in 2019, to ensure only the cleanest vehicles enter the capital.

- **Quieter vehicles and delivery operations**
By reducing noise pollution, it will be possible to protect the majority of residents and ensure logistics operators recognise what is expected of them. It will also facilitate retiming of deliveries outside of peak times.

CASE STUDY 10 – FREIGHT ELECTRIC VEHICLES



Cross River Partnership's FREVUE (Freight Electric Vehicles in Urban Europe) project demonstrated the technical suitability of Electric Freight Vehicles (EFVs) for logistics in London and other European cities, and dealt with a range of issues including:

battery performance
in real traffic conditions, the efficacy of different charging systems, practical issues with vehicle operation and maintenance and delivery efficiency and success rates.

Cross River Partnership is now working with UPS to build on experience gained through FREVUE to trial increased electric charging capacity through smart charging options in the Office for Low Emission Vehicles funded Smart Electric Urban Logistics project.

CASE STUDY 11 – REDUCING NOISE IMPACTS



In partnership with the freight industry, business groups, and London Councils, TfL has developed a Code of Practice guidance to help organisations retime deliveries by enabling quieter delivery, collection and servicing activity.

With this Code of Practice, over 530 individual delivery sites, including hotels, restaurants and shops have retimed deliveries in the last two years. This means that a total of over 160,000

individual deliveries have been moved from the morning peak across London, without causing disturbance to residents.

content.tfl.gov.uk/code-of-practice-pdf.pdf

section 3

Implementing the framework

3.1 Harnessing Current Activity

A variety of stakeholders across the West End have been involved in successful trials and pilots to mitigate the impacts of freight traffic as demonstrated in Section 1.3 And case studies are highlighted throughout this document.

By increasing the awareness of these schemes between stakeholders the West End Partnership DSG stakeholders will build on this work and also examine how to embed these approaches into a future procurement code.

3.2 Timeframe

The WEP Freight & Servicing Strategy will be delivered following the timescale below:

June 2018	WEP Freight & Servicing Strategy Sign Off by WEP Board
July 2018	Delivery of first actions, to demonstrate quick wins
August 2018	Public launch WEP Freight & Servicing Strategy and early successes
August 2018 – March 2030	Delivery Phase
April 2030 onwards	Legacy Phase

3.3 West End Partnership Central Activities Central Coordination and Communications

Central communication and development activities will be undertaken by WEP resource. This will ensure a coordinated, programme managed approach to the work of the WEP Deliveries & Servicing Group, with a clear central communications output (see Table 4).

3.4 WEP Stakeholder Inputs

There are some activities which all WEP and WEP DSG stakeholders will need to implement and champion. These actions are ones that all stakeholders are committed to implementing within their organisations and with partners (see Table 5).

Table 5 West End Partnership Central Activities

Action/Detail	Responsibility	Priority	Timeframe	Outcomes
Publicly endorse the overall delivery and servicing Framework and provide appropriate encouragement and support for local delivery	WEP	H	April 2018	Visible commitment to the delivery of this Freight & Servicing Strategy for the West End
Provide resource to deliver plan actions, monitor progress, and communicate with stakeholders, businesses and residents	WEP	H	By April 2018	Dedicated support for the delivery of the above
Lobby regional and central government and others on traffic congestion and air quality issues and their specific impact in the West End, particularly how freight and servicing contributes.	WEP	H	From June 2018	Clear communications to decision makers; making the case for the West End
Collate and share best practice/lessons learnt for communication within the WEP DSG and externally with businesses, logistics operators and other London boroughs to implement	WEP and all stakeholders	M	From April 2018	Clear communications to all West End partners; businesses; customers; residents and visitors
Develop and expand existing WEP D&S website to facilitate a collaboration hub for business sharing and pool information on West End delivery and servicing on a single website	WEP	M	By June 2018	Clear communications to all West End partners; businesses; customers; residents and visitors
Confirm any hotspot areas for initial direct engagement, advice and implementation of framework solutions (e.g. linked to Oxford Street Transformation)	WEP	H	By April 2018	Focused interventions to: reduce number of vehicle; reduce congestion; reduce air pollution where key WEP projects are being delivered

Table 6 WEP Stakeholder Inputs

Action/Detail	Responsibility	Priority	Timeframe	Outcomes
Build responsible freight management; procurement and planning procedures into own operations; and train relevant staff	All WEP stakeholders and WEP DSG stakeholders	M	By Dec 2020	All WEP DSG stakeholders (18) become lead organisations in sustainable urban freight management from their respective perspectives
Attend WEP DSG meetings; support delivery of this Freight & Servicing Strategy; provide appropriate resource and communicate the vision and messages in alignment with the WEP D&S programme	All WEP stakeholders and WEP DSG stakeholders	M	From April 2018	4 Meetings per Annum Ensured delivery of above objectives

3.5 Resource: West End Delivery And Servicing Support

To maximise the change that can be achieved, ownership of this Freight & Servicing Strategy, and each action/activity within it is crucial. Stakeholder messages need to be clear and consistent, and clear responsibility will lead to action. WEP will provide resource to coordinate and communicate this work. This resource may consist of a combination of existing staff; secondments from WEP partners; new staff and/or consultants.

This resource will:

- Build relationships across and between stakeholders, understand the right people to talk to in the boroughs, BIDs, business and buildings.
- Provide programme monitoring and updates to the WEP Board.
- Speed delivery by knowing the neighbourhood, 'hotspots' and resident's local issues, and ensure swift resolution of any issues that occur.
- Act as a focus for all stakeholders, share solutions and report activity.
- Business engagement.
- Work with stakeholders to promote messages outside WEP.
- Attend events, workshops, consultation events, present the WEP D&S messaging widely.
- Provide training and assistance on: understanding how to manage delivery and servicing activity, increasing the awareness and compliance of staff and performing site assessments that identify what times lawful safe and quiet deliveries can take place nearby.

This resource shall be located with the West End Partnership team at Westminster City Council offices; and will share administration support. Secondments from BIDs and other organisations will be encouraged to upskill staff and maximise delivery outputs.

3.6 Budget for Delivery

By sharing resource and expertise the West End Partnership can reduce the duplication of effort, and effectively provide a 'single point of contact' for the West End on delivery and servicing issues.

The West End Partnership DSG will ensure a more consistent message is provided to delivery and servicing operators and provide consistent branding and messaging to staff. The simpler and more consistent the solutions provided to West End businesses and freight operators, the more consistent they can be in ensuring safe, clean and efficient deliveries.

A budget will be required for central WEP deliveries and servicing coordination and communications; in addition to delivery of interventions. WEP will be responsible for seeking funding for the delivery of this plan from a range of sources, including WEP partners.

3.7 Prioritisation of Delivery

It is critically important that the right solutions are put in place so that residents don't get unduly disturbed and businesses don't suddenly see massive increases in costs. Change across the whole of the West End will not happen overnight. However, with all the urban realm improvements that are occurring, change must be delivered quickly.

Using the cluster principle, and looking at the timeline of activity, four priority locations have been identified:

- Elizabeth Line station hotspots: Bond Street, Tottenham Court Road, Paddington and Farringdon
- Fitzrovia area to support Tottenham Court Road and West End Project changes
- Proposed Oxford Street transformation: Focus of the intervention will be dependent on the developed scheme
- Covent Garden / Northbank area to support Business Low Emission Neighbourhood¹¹, Holborn gyratory changes and Strand/ Aldwych proposals

¹¹ thenorthbank.london/northbank-news/northbank-covent-garden-named-as-mayors-low-emission-neighbourhoods/

3.8 Engagement Plan

Many key stakeholders are engaged in the work of the West End Partnership, with BIDs, Landlords and Boroughs playing a key role in disseminating information. However, as many businesses and consumers as possible must be engaged to maximise change.

Using the technique of 'talk to one to influence many', key sectors and organisations and 'influencers' will be prioritised for engagement. This will include individual large businesses and general and specialist trade associations, covering:

- facilities management.
- building owners, landlords and property management companies.
- hospitals, schools, universities etc.
- hotel and restaurant groups.
- freight operators in construction, waste, retail, hospitality, restaurants and catering, courier and express (B2B, B2C, parcels etc.).
- key services sector suppliers.

WEP resource will act as the common contact point, and WEP members will refer any new contacts to this team to maximise coverage.

3.9 Branding and Communications

There is a great range of initiatives and successful trials currently underway across the West End and many of these are listed on crossriverpartnership.org/WEPFreight. Cross River Partnership has developed the deliverBEST tool (deliverbest.london), to bring these successes to the attention of business across the West End and increase the uptake.

This website will be expanded to explain the Framework approach and how it can be, and is already being, applied. Mutual links will be made between BIDs and Trade Associations to provide case studies and information that is applicable to different sector and stakeholder groups, including information for different types of business and operators.

The WEP D&S Group will apply a common branding to the dissemination of this activity and work with BIDs and other stakeholders to ensure events, marketing and other collateral are clear and concise in providing information and support to others.

The WEP team will provide a central point of contact and will have a single email and phone number for easy access.

section 4

Governance and WFP actions

4.1 Governance

The WEP Deliveries & Servicing Group Terms of Reference are available in Appendix 3. The WEP DSG will oversee the delivery of this Freight & Servicing Strategy, with technical advice, administration and communications support from the central WEP resource.

The WEP DSG will report to the WEP Board as appropriate on progress against the actions.

4.2 Next Steps

This WEP Freight & Servicing Strategy, as developed by Cross River Partnership on behalf of the WEP Deliveries & Servicing Group, will be approved by the WEP Board before full issue. The Freight & Servicing strategy will be rolled out from August 2018. The WEP Board will oversee delivery of the plan; and the WEP DSG will be responsible for delivery. The WEP DSG will keep under review the planned activities and targets in the context of the implementation of the Mayor's Transport Strategy and new London Plan, City of Westminster's City Plan, the London Borough of Camden's Local Plan and other relevant strategic planning policies and Local Implementation Plans.

The following activities will be necessary to begin implementation:

- Development of resource to deliver/ coordinate the action plan (this could be existing WEP staff; secondments from WEP partners; recruitment of new resource or a consultant and may be part time or full time depending on scope).
- Determining a project lead organisation and individual for each of the actions.
- Sourcing of funding to deliver each action.

It may be that all actions are taken forward; or a selection of the proposed actions. In particular delivery will commence with those activities for which budget is secured, and a project lead which is identified.

4.3 Final Statement

The West End provides opportunity, homes, jobs and leisure activities for the many different people that interact with the area.

The West End Partnership and its stakeholders will continue to ensure that the West End works as well as it can to deliver for all of the people that use the area.

appendices

Appendix 1 Timeline of Key Projects/Programmes in the West End

NB – Elizabeth line stations are not included in the below schedule

Scheme	Scheme location	Scheme lead	Scheme status	Indicative construction start	Indicative construction end	Anticipated freight impact/comments
Bond Street Public Realm renewal in line with NWECC aspirations	New and Old Bond Street (Oxford St to Piccadilly)	WCC	Construction	4/18/2017	12/12/2018	Delays during construction, clearer loading arrangements facilities post-construction
Jermyn Street Footway widening on northern side of street, incorporating loading pads that allow for increased pedestrian footways during the busiest times	Jermyn Street between St James's Street and Regent Street	WCC	Construction	5/30/2017	11/30/2018	Possible restriction in access during construction, poss. PT restricted loading access
Baker St – Two way Public realm project including the removal of the current gyratory system	Baker St/ Orchard St/ Gloucester Place/ Portman St from Park Rd to Oxford St	WCC	Construction	7/24/2017	3/29/2019	Short term delays during construction
Tottenham Court Road Transformational scheme: conversion of Tottenham Ct Rd and Gower St to two-way operation. Major road layout changes to Princes Circus and St Giles with wider footways, segregated cycleways etc	Tottenham Court Road, Gower Street, Princes Circus, New Oxford Street, High Holborn and associated side streets	LBC	Construction	3/5/2018	1/1/2020	High impact, access restrictions for freight yet to be resolved
Hanover Square Pedestrianisation of the western side of Hanover Square in relation to the Crossrail Bond Street eastern station entrance	Hanover Square incl. junctions with Princes St, Hanover St, Brook St / St George St to Maddox St/ Tenterden St	WCC	Post consultation design	9/3/2018	9/1/2020	PT reduction in freight access, poss. improved loading?
Pollen Street Pedestrianisation of a retail/leisure street	Pollen Street, East Mayfair	WCC	Design	4/1/2018	6/30/2018	Reduced access, Increased demand for loading on surrounding streets inc. Maddox Street and Hanover Street
Tavistock Place Possible removal/adjustment/permanent layout of segregated cycle lanes	Tavistock Place / Torrington Place between Tottenham Court Road and Grays Inn Road	LBC	Trial layout under review	4/1/2018	TBC	Possible disruption during works, changes in access, traffic flow direction
WCC security schemes Various measures throughout central London	various	WCC	Planning	TBC	TBC	Unknown, possible access restrictions due to hostile vehicle mitigation measures
Covent Garden Upgrade of vehicle security bollards	TBC within Covent garden area	WCC	Design	TBC	TBC	unknown, possible access restrictions due to hostile vehicle mitigation measures
Cycle Grid Design and implementation of cycle routes throughout central London	Various	WCC/LBC/TfL	Unknown	TBC	TBC	possible changes to loading, access and road capacity, limited information available
Oxford Street	Oxford Street District	WCC	Planning	TBC	TBC	Unknown
Holborn gyratory Gyratory removal scheme - inc. making Bloomsbury Way bus and cycle only, making High Holborn two-way for general traffic and making Drake Street / Procter Street southbound for buses only with two-way cycling. The scheme is currently being reviewed with certain elements being taken forward separately	Bloomsbury Way, Great Russell Street, High Holborn, New Oxford Street and the associated side streets	LBC	Planning	TBC	TBC	Unknown

Scheme	Scheme location	Scheme lead	Scheme status	Indicative construction start	Indicative construction end	Anticipated freight impact/comments
East Mayfair Various public realm improvements across the area	Cork St, Cork St Mews, Pollen Street, Saville Row, Clifford St, Old Burlington St, Burlington Gdns, Boyle St	WCC	Design	TBC	TBC	Disruption during works, potential reduction in access
New Oxford Street redevelopments Various private developments , including conversion and expansion of offices to retail, hotel, residential, leisure uses	35-45 New Oxford St, 21-31 New Oxford St, Centre Point, Castlewood House, 112a Gt Russell St	Private development	Various	Underway	3/31/2020	Increased construction traffic during works, long term increased demand for freight, increasing diversity of uses
Strand/Aldwych Public realm project including removal of the current gyratory system, creation of new public space and cultural animation	Aldwych and eastern Strand	WCC	Planning	TBC	TBC	Potential freight consolidation plan for local businesses

Appendix 2 Membership of the West End Partnership Deliveries and Servicing Group

The West End Partnership is:

Greater London Authority
London Borough of Camden
London Chamber of Commerce and Industry
London First
London School of Economics
Metropolitan Police
Royal Opera House (representing the cultural sector)
Transport for London
West End Business Improvement Districts
West End Community Network and Soho Society (representing residents)
Westminster City Council
Westminster Property Association (Landlords)

The West End Partnership Deliveries & Servicing Group is:

Baker Street Quarter Partnership
Cross River Partnership
DHL
Freight Transport Association
Greater London Authority
Grosvenor Britain & Ireland
Heart of London Business Alliance
John Lewis
London Borough of Camden
Marble Arch BID
New West End Company
Shaftesbury PLC
The Crown Estate
The Fitzrovia Partnership
The Northbank BID
Transport for London
Victoria BID
West End Community Network
Westminster City Council

The West End Partnership D&S Group is Chaired by Alison Gregory of The Northbank BID.

The Group is coordinated and serviced by Cross River Partnership, a public-private partnership delivering regeneration programmes across central London. For more information visit crossriverpartnership.org

Appendix 3 West End Partnership Terms Of Reference

1. Delivery & Servicing Group Governance & Membership

The West End Partnership (WEP) Delivery & Servicing Group (DSG) was commissioned by the WEP People Task Group. The group is formed of representatives from organisations/ individuals who are able to influence freight activity in the WEP area, as well as those who may be affected by freight.

The Freight Transport Association is providing a link to the wider freight industry and will help to ensure that freight operators are aware of and complying with improvements in the WEP area.

The Group is coordinated and serviced by Cross River Partnership. The Group is represented at the WEP board by David Kaner of the West End Community Network.

2. Delivery & Servicing Group Meetings

The WEP DSG is chaired by Alison Gregory of The Northbank BID and meets quarterly to ensure regular review of progress of the development and implementation of the plan. Interim meetings on specific topics with relevant members (plus other interested parties) will be planned if required. Meetings may require attendees from outside the current membership list, for example persons from outside the area with specific expertise or those responsible for delivery of certain projects. Agendas of meetings will be written by CRP and submitted to the Chair for circulation at least 1 week before each meeting. All WEP Delivery & Servicing Group Members are responsible for submitting items for the agenda in advance of this time.

Minutes of Meetings will be produced by Cross River Partnership within 2 weeks of the meeting date and submitted to the chair for approval and circulation to the Group.

3. Delivery & Servicing Group Purpose

The Delivery & Servicing Group as above will develop a WEP Freight & Servicing Strategy 2016-2030. This plan will:

- detail the strategic imperative of the freight programme, with timetabled actions.
- ensure that current freight projects and learning are monitored and shared.
- set targets for impacts (air quality; volume of freight; accident statistics; congestion; carbon emissions).

Further project outputs will be identified within the WEP Freight & Servicing Strategy.

10 Healthy Streets Indicators



Pedestrians from all walks of life



London's streets should be welcoming places for everyone to walk, spend time in and engage in community life.

People choose to walk, cycle and use public transport



Walking and cycling are the healthiest and most sustainable ways to travel, either for whole trips or as part of longer journeys on public transport. A successful transport system encourages and enables more people to walk and cycle more often. This will only happen if we reduce the volume and dominance of motor traffic and improve the experience of being on our streets.

Clean air



Improving air quality delivers benefits for everyone and reduces unfair health inequalities.

People feel safe



The whole community should feel comfortable and safe on our streets at all times. People should not feel worried about road danger or experience threats to their personal safety.

Not too noisy



Reducing the noise impacts of motor traffic will directly benefit health, improve the ambience of street environments and encourage active travel and human interaction.

Easy to cross



Making streets easier to cross is important to encourage more walking and to connect communities. People prefer direct routes and being able to cross streets at their convenience. Physical barriers and fast moving or heavy traffic can make streets difficult to cross.

Places to stop and rest



A lack of resting places can limit mobility for certain groups of people. Ensuring there are places to stop and rest benefits everyone, including local businesses, as people will be more willing to visit, spend time in, or meet other people on our streets.

Shade and shelter



Providing shade and shelter from high winds, heavy rain and direct sun enables everybody to use our streets, whatever the weather.

People feel relaxed



A wider range of people will choose to walk or cycle if our streets are not dominated by motorised traffic, and if pavements and cycle paths are not overcrowded, dirty, cluttered or in disrepair.

Things to see and do



People are more likely to use our streets when their journey is interesting and stimulating, with attractive views, buildings, planting and street art and where other people are using the street. They will be less dependent on cars if the shops and services they need are within short distances so they do not need to drive to get to them.



MAYOR OF LONDON



West End
Community
Network



The West End.

Formed in 2013, the West End Partnership brings together senior public service and private sector leaders, academic experts and resident representatives.

It was created to be the catalyst and mechanism to enable the West End to accommodate growth, whilst at the same time strengthen its unique cultural character, amenity and openness.

The West End is one of the most celebrated and exciting places in the world. Comprising just a few square miles, it sits at the heart of a global city projected to expand to ten million people over the next fifteen years.

The Partnership will coordinate and initiate action and delivery in response to this growth with new policies, plans and actions which benefit residents, communities, businesses and visitors alike.