

**Transport for London**

**Surface Transport Panel**

**Subject: Freight Legacy Programme**

**Date: 26 February 2013**

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**1 Purpose**

- 1.1 The purpose of this paper is to provide the Surface Transport Panel with an overview of the revised Freight Programme. It provides an introduction to the range of activity TfL should be addressing to maximise freight behaviour change. The programme is designed to remain flexible to incorporate activity across TfL which is seen as beneficial in influencing freight behaviours.
- 1.2 The Panel is asked to note the progress of the Freight Legacy Programme.

**2 Background**

- 2.1 TfL has been undertaking activity to manage the behaviours of freight and fleet activity in London since 2003. A delivery plan was produced in 2007 (The London Freight Plan) and a range of tools and techniques have been developed to influence the industry.
- 2.2 In the build up to and through the London 2012 Olympic and Paralympic Games (the Games), a Road Freight Programme was developed to work in partnership with the Olympic Delivery Authority Travel Demand Management programme.
- 2.3 The Games freight programme was a huge success with freight behaviour change at Games time reducing Heavy Goods Vehicle activity, in some places by over 20 per cent during peak periods and doubling the amount of activity overnight.
- 2.4 There is now a need to prove what works without the Games as an impetus and build on the activity to address the safety and environmental efficiency of the industry.

**3 Overview**

- 3.1 The Programme is outlined in the attached presentation.
- 3.2 The Programme is based on continuing high levels of engagement with the freight industry using a more account management approach to ensure consistency and the integration of TfL activity. This will maximise the changes the Programme can deliver to reduce the traffic impact of freight on the road network, reduce the impact of freight on London's environment, and increase the levels of compliance and safety for the benefits of residents and other road users.

- 3.3 The Programme will remain flexible to respond to what works, and to remain engaged with, and supported by, the industry. Therefore, the Programme will change over time, and elements may be integrated elsewhere across TfL in future years.
- 3.4 The Programme will use the budget (currently £2.3m for 2013/14 and £2.2m thereafter, based on the Business Plan), and headcount to deliver freight activity and monitoring that will lead to long-term behaviour change. Regular reviews and monitoring will take place through normal programme management and through the Benefits Realisation Team.
- 3.5 Activity is already in progress, but will continue to be shaped by consultation with the industry and throughout TfL.

## **4 Recommendation**

- 4.1 The Panel is asked to NOTE the progress of the Freight Legacy Programme.

## **5 Contact**

- 5.1 Contact: Ben Plowden, Director of Surface Planning  
Number: 020 3054 2247  
Email: [benplowden@tfl.gov.uk](mailto:benplowden@tfl.gov.uk)

# TfL Freight Programmes

## Surface Transport Panel

Proposed legacy freight delivery plan and current activity

26 February 2013

How will your deliveries be made

**In the future?**

Plan ahead for temporary road restrictions at [tfl.gov.uk/2012freight](http://tfl.gov.uk/2012freight)

Working together  
MAYOR OF LONDON

HIGHWAYS  
MAYOR OF LONDON

Transport for London



# Summary

- Freight behaviour change at Games time was a huge success (> 10% reduction in HGV activity during peak)
- Need to prove what works without the Games as an impetus and build on the activity to address safety
- This activity needs to remain flexible to respond to what works, and to remain engaged with, and supported by, the industry
- The programme will therefore change over time, and elements may be integrated elsewhere across TfL in future years
- TfL is still learning, and there is not a finished business case at present
- The need is to provide sufficient budget and headcount for a programme of freight activity and monitoring, and ensure regular review takes place

Therefore the proposed programme is designed to be flexible, working across TfL with continued high levels of industry engagement, demonstrating with practical examples freight behaviour change. This in turn will support the longer term business case and provide input into future freight strategy and delivery plans.



# Principles for programme development

- TfL has a role in managing freight which is vital to London's economic wellbeing.
- There is no freight 'silver-bullet'; the range of activity needs to reflect this.
- Need to achieve permanent freight behaviour change; programme is not just an extension of the Games programme. Must also balance movement of goods and people.
- Collaborative approach between TfL and industry is needed to define and steer the work programme to maximise success.
- The industry needs to play its part; demonstrating change, maintaining engagement and through partnership working with a range of organisations.
- The scope should cover all aspects of freight; existing successful work, Games activity and additional appropriate elements; but...
- Priorities need to be set, focusing on the elements that deliver most for TfL; we should not attempt to do everything.
- TfL need to speak a language the industry recognises. Deliverables may not look like traditional TfL priorities but are based on delivering TfL/Mayoral outcomes.
- Note: TfL are seeking to provide leadership for change in London. The nature of the industry means we will have a wider influence and audience – this needs further consideration.



# Achieving outcomes

- Surface outcome: “Supporting more sustainable patterns of freight delivery and servicing”
- Three key elements to address in any freight programme;
  - » reducing the **traffic impact** of freight on the **road network**, reducing peak activity and minimising the congestion resulting from deliveries and freight traffic flows, in balance with other road users
  - » reducing the impact of freight on the **environment**, improving overall air quality and reducing noise attributable to freight
  - » increasing the levels of **compliance and safety**, specifically reducing the potential for impacts or collisions involving freight vehicles
- **Roads Task Force** currently considering the direction of roads policy; need for freight input and consideration of outputs (route and place)
- Any legacy activity needs to remain flexible to accommodate future policy changes



# Work topics to achieve outcomes

- In line with the principle of talking the industry's language, the major topic to achieve the desired outcomes for congestion, environment, and compliance and safety, will be to focus on **logistics efficiency**; to
  - **Reduce** the traffic impact of road freight, including consolidation and revising the mode of delivery if appropriate
  - **Retime** deliveries to avoid peak periods, including out-of-hours, code of practice, regulations
  - Improve **routing** efficiency, including compliance at the kerbside, separation of HGV & cyclists etc.
- Secondly we need to ensure road freight operators do the **right things** to improve:
  - Road **safety** (drivers and vehicles) particularly vulnerable road users (procurement, driver training)
  - **Environmental** performance, reducing noise and CO<sub>2</sub> and improving air quality
- To support activity elsewhere in TfL (e.g. the revised TDM programme and events such as Ride London) there is a need for a range of freight **interventions** at geographical locations / individual events. The interventions will focus on the practical solutions given the nature of the events.



## Programme will also:

- Engage with the wider industry, addressing both operators and customers, Boroughs, London Councils, Traffic Commissioners, VOSA and DfT. This will ensure deliverables match industry needs and expectations and change is maximised.
- Maximise direct engagement through 1-to1 meetings, real time information, email bulletins, website, and publicity around tools/case studies.
- Build on existing delivery activity and tools from the Freight Plan and elsewhere; not all are fully fit for purpose but much of the groundwork is in place.
- Maximise the use of good practice on freight from across the UK, EU and elsewhere; just because it wasn't invented here doesn't mean it won't work here - and it will help minimise costs. (e.g. Volvo Education and Research Foundation)
- Work across TfL to take an account management approach to the industry; provide 'one source of truth' avoiding duplication/fragmentation.
- Demonstrate the impact of TfL activity on freight and the resulting impacts on Mayoral, TfL, and Surface outcomes.
- Input into a future new freight strategy & delivery plan - once we know what works - addressing longer term issues of land use, access and charging.

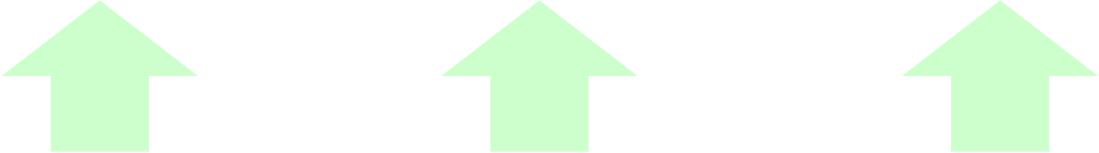




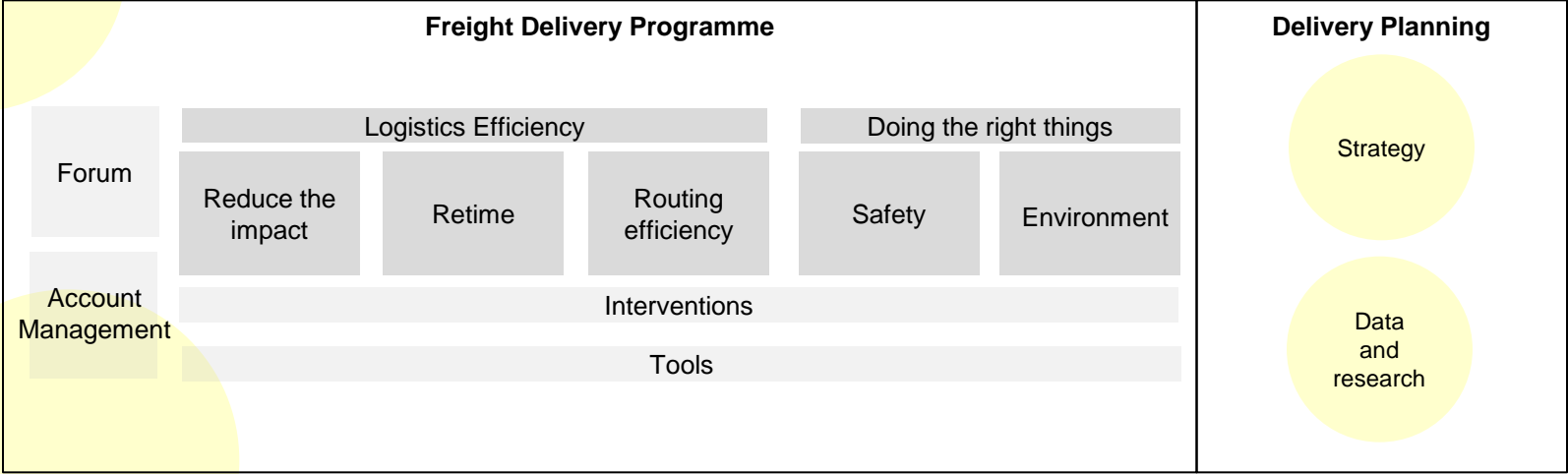
# Programme Overview

## Outcomes

reducing traffic impact	reducing impact on environment	increasing compliance and safety
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Communications



Engagement



External Factors (regulators, DfT , EU, budgets etc)



# Current Activity

## Engagement

- 6 Forum work groups to define key issues, solutions and actions
  - Commenced: Retiming, kerbside access/PCNs, Journey planning
  - Remaining: safety/security, communications, consolidation/collaboration
  - Report back to full Forum (April 18<sup>th</sup>)
- Weekly bulletins being issued
- Consideration of enhanced website content for Freight
- Initial internal and external meetings with stakeholders
- Development of engagement matrix & processes

## Programme tasks

- Developing basic elements of programme, finance, governance, monitoring etc
- Business justification for additional headcount
- Recruitment
- Develop programme of research to follow up findings of Games monitoring programme; e.g. use of electric vans, following delivery of van research



# Current Activity – Safety and Environment:

## Safety and Environment

- Safety and security, drivers and vehicles
  - Ongoing delivery of Freight Operator Recognition Scheme (FORS) and driver training
  - Review of FORS and TfL role
  - Industry discussions on standards and training
  - Follow up to Construction logistics report
- Procurement
  - Contract compliance for all relevant new contracts in place
  - Development of programme and team to ensure TfL-wide compliance for existing contracts
  - Borough engagement on Work Related Road Risk and contract management  
(NB – additional information provided by email)
- Environment
  - Encourage use of electric vans
  - Further work to be determined



# Current Activity - Logistics Efficiency:

## **Retiming deliveries**

- Area based activity in key locations: tackling the perceptions of noise, proving the efficacy of technology, and addressing regulations
- Consider options/partners for quiet/safe demonstrator vehicle with an electric drive train
- Enhanced code of practice to provide 'certainty' for Boroughs and operators

## **Kerbside access** (including penalty charge notices)

- Area based activity in key locations: reviewing current provision and enforcement
- Review options for enhanced compliance and maximising out-of-hours deliveries
- Tackle agreed list of freight PCN hotspots/companies to improve network performance and increase compliance

## **Journey and route planning**

- Navevo sat-nav launch, 'London Delivery Pack' and 'cyclist alert' due 19/04/2013
- Review options for information provision with TIMS and real time feeds
- Consider relevant system development with Online

## **Reducing the impact** (consolidation, groupage, collaboration)

- Review of best practice and current guidance
- Review of existing tools, options and guidance



# Appendix

Tools



# Appendix - Tools

Tools	Status
Construction Logistics Plans	In use for major planning applications, concern is limited understanding within planning system, TfL guidance due 13/02/2013
Delivery and Servicing Plans	In use for major planning applications, concern is limited understanding within planning system, also very poor uptake for existing businesses, possibly too complex
Freight Environment Review System	Kerbside review system available for Boroughs, TfL and general use, low uptake. Could be useful for cycle superhighways
Freight Journey Planner	Developed in time for Games, needs disruption data to be added (TIMS due April 2013), current usage very low.
Fleet Operator Recognition Scheme	Available, steady increasing number of operators, increasing through word of mouth and procurement.  FORS is becoming an industry standard, but need to clarify exactly what TfL's role is.
Management and driver guides	Versions were developed for the Games, seen as very useful by industry. Need to review FORS activity and review need/work required.
Out of hours code of practice	Version was developed for the Games, needs work to reconfirm with Boroughs and develop as part of a controlled approach to retiming deliveries to incorporate technology and provide certainty for business investment
Procurement	Some success (e.g. Crossrail) and general approaches being developed. Consolidated approach across TfL and encouragement for Boroughs – GLA “Gearing up” report
Training and Workshops	Currently available through FORS, good way to reach SMEs
Website	BAU and Games websites developed, Needs developing for new TfL online site and ongoing management.
Additional tools	Need to be defined