



Delivering a road freight legacy

Working together for safer, greener and more efficient deliveries in London



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Introduction

London's economic success relies on a safe, reliable and efficient freight and logistics sector.

In the run up to the 2012 Games, it became increasingly clear that we, at Transport for London (TfL), share many priorities with the freight industry. These include improving road safety and making best use of the road network to minimise congestion and ensure reliable journey times.

The Games also showed that, through positive engagement and collaboration, the freight industry is able to change the way it operates for the wider benefit of London. The Freight Forum (see page 5) became established as the central focus for improving communication between us and the freight industry in the build up to the Games.

The Forum's collaborative approach to freight management needs to continue to help enhance safety, increase efficiency and deliver a number of other improvements within the industry.

This programme outlines how we can work together to build on this approach and deliver a freight legacy for London, both through the actions in this document and the development of a longer-term freight plan for the Capital.

Challenges ahead

The issues facing the freight industry are becoming more complex and challenging as the Capital continues to grow. With 1.25 million more people and 750,000 new jobs expected in London by 2031, we need to work harder to ensure that the industry can safely and successfully serve the city in the future.

Set against the backdrop of other initiatives that will impact the logistics sector, including safety improvements and changes to the way the road network is managed, the scale of the challenge ahead becomes even greater.

For example, while progress has already been made to enhance safety, the number of cycling fatalities in recent years shows that there is still much more to do.

The continuous need for safety improvements has been brought into sharper focus following publication of the Mayor's Vision for Cycling in March, which outlines plans to double the number of cyclists in the Capital over the next 10 years.

Options to enforce higher standards of vehicle safety in London, including a proposed charge for vehicles without basic safety equipment, therefore need to be considered in conjunction with the planning and design of new infrastructure to provide space for increasing numbers of pedestrians and cyclists.

Meanwhile, the Mayor's Roads Task Force report, published in July, marked the beginning of a new chapter in the history of London's roads and streets.

It stressed the importance of the road network in supporting the Capital's social and economic vitality and the need for a substantial increase in investment, not least because more than 90 per cent of freight journeys are made by road.

Work is under way to deliver the commitments outlined in our published response to the Roads Task Force report, including a longer-term strategy for delivering and servicing in London. Additionally, a feasibility study for an Ultra Low Emission Zone in central London is being completed. These initiatives will help inform the development of the longer-term freight plan.

Delivering together

The challenges facing the industry mean that we need to do more than ever before.

Existing regulations and perceptions that affect delivery and servicing activity across London must be considered. In some cases, the industry is trying to serve a 21st Century world city with regulations that date back to the 1940s and '50s and vehicle designs that were established in the 1980s and '90s.

This programme of work will ensure we harness the Games legacy and maintain momentum while the details of the longer-term plans are developed.

As well as providing an opportunity to reflect on successes to date and address some of the key issues affecting the delivery and collection of goods and services in London today, this programme also begins the process of planning for future challenges.

Some of these issues will not be resolved overnight. Improving regulations and vehicle design, for instance, may take several years.

However, the programme reflects our commitment to build on the success of 2012 and work in partnership with operators and the wider business community to make freight activity safer, greener and more efficient. It also outlines our determination to ensure that freight considerations are an integral part of the planning, management and operation of London's roads and streets, rather than an afterthought.

Delivering the actions will provide a sound basis for creating a longer-term strategy to develop and enhance the Capital's supply chains and logistics activity, and ensure London can continue to grow and prosper economically.



The London Freight Forum

Working in partnership with the industry

The Freight Forum was established to improve communication with the industry and help coordinate planning and preparations for the London 2012 Olympic and Paralympic Games.

As a result of its success, the collaborative approach to freight management has continued and the forum now provides the focus for ongoing engagement.

Meeting twice a year, it includes operators, businesses, trade associations, regulators and highway authorities.

The forum aims to:

- Build and develop productive working relationships between freight operators, local authorities and TfL, creating opportunities to work in partnership to produce industry-wide solutions that benefit Londoners
- Improve the understanding of road freight and its vital contribution to the London economy, ensuring that all stakeholders recognise freight requirements, restrictions and daily challenges and that freight is considered at all stages in the design and management of London's roads and streets
- Build an evidence base to increase the availability and transparency of information, demonstrating the impact of freight and maximising the uptake of best practice behaviours

A number of Forum working groups have been established to focus on current industry priorities, including:

- Increasing safety
- Re-timing deliveries and collections
- Kerbside access and Penalty Charge Notices (PCNs)
- Increasing efficiency, eg through consolidation and collaboration
- Communication and information provision
- Journey planning

As priority areas change, working groups will evolve to ensure that collaboration continues and that this programme of activity remains relevant.

Achievements since the Games

We have worked with the industry and regulators to build on existing freight projects and, following the 2012 Games, we have:

Increased safety

- Published a cycle safety toolkit to help transport managers improve the safety of their fleets
- Reviewed the causes of every cycling fatality in the Capital to further improve safety and awareness, as part of the wider programme to achieve the targets within 'Safe Streets for London', the Road Safety Action Plan for London 2020 published by the Mayor and TfL
- Launched Construction Logistics Plan guidance to help developers and planners consider freight issues as part of the planning process
- Issued guidance to ensure vehicle and driver safety requirements are considered during the procurement process. This is included in all new TfL contracts as part of a greater focus on safety
- Joined a European Commission panel to review regulations and ensure future vehicles are designed to reduce blind spots and maximise the area visible from the driver's cab
- Developed a satellite navigation system with a cyclist alert function, in collaboration with Navevo ProNav, to increase awareness of cycling hotspots
- Worked with the Metropolitan Police Service and the Vehicle and Operator Services Agency (VOSA) to reduce road risks through better information sharing and more coordinated operations, and set up the Industrial HGV Task Force
- Held stakeholder events to encourage industry-led action to address the findings and recommendations of the Construction Logistics and Cycle Safety Research Report



Increased efficiency

- Improved industry liaison through workshops, meetings and engagement for the Mayor's Roads Task Force report and Cycle Superhighway consultations, to ensure the needs and responsibilities of the freight industry are understood
- Investigated PCN hotspots, including work with G4S and Sainsbury's, to improve safety, reduce congestion and minimise the amount of PCN-related administration
- Produced a detailed specification for several freight surveys, to help us better understand local area-specific issues and identify opportunities to change behaviour and/or improve facilities for freight activity
- Established a role in two European-funded projects exploring urban vehicle solutions and 'last mile' city logistics to enhance our knowledge of best practice and influence the project results
- Initiated research to examine the range of national and local regulations and restrictions affecting delivery and servicing activity. This is scheduled for completion in the autumn
- Consulted with the home delivery and internet retailing sectors to understand business activity, the likely impacts of growth on London's road network, and to seek constructive solutions to mitigate any impacts
- Completed a study to better understand the profile, ownership and operations of the van sector

Fleet Operator Recognition Scheme (FORS)

- Strengthened the scheme to include the Guild of British Coach Operators and Coach Marque as certification bodies and ensure safety advice and best practice are shared more widely
- Achieved a 93 per cent increase in FORS-registered organisations (to more than 3,000). The number of FORS-registered vehicles has also risen to almost 167,000
- Provided more than 300 training courses to promote and share effective practice and advice on safety, air quality and compliance issues
- Trained more than 2,000 drivers in safe urban driving, which includes practical cycle awareness from both the driver's and cyclist's perspective
- Initiated a review of options to maximise uptake of industry standards in safety and compliance and build on the success of FORS

Communications

- Issued a weekly e-bulletin to more than 7,500 operators to advise of planned events and traffic disruption, and help improve planning and delivery efficiency
- Identified more effective channels to promote best practice including a review of existing communications materials
- Completed an awareness campaign for the Prudential RideLondon weekend cycling festival to help operators and other businesses plan ahead and avoid disruption



Looking forward: Actions and timings

We have liaised with the freight industry to develop this programme of work and build on successes from the 2012 Games. By continuing to work together with us, operators, the wider business community and regulators can deliver benefits for the industry and London as a whole.

The programme builds on the great working relationships established and focuses on joint priorities around safety, reliability and efficiency. As well as aiming to provide solutions to current issues, it also identifies actions that can be taken now to help address ongoing challenges and deliver positive behaviour change.

The actions in this document represent the immediate commitments that will form part of the longer-term freight plan for London.



The key elements of the programme are outlined over the following pages, under seven themes:

- Better planning
- Improving safety
- Re-timing deliveries and collections
- Kerbside access
- Increasing efficiency
- Effective communications
- Journey planning

All freight-related activities, including those identified through the Mayor's Roads Task Force, Vision for Cycling and Road Safety Action Plan, will be coordinated to ensure an integrated approach to managing safe and sustainable freight and servicing activity in London.

Better planning

In our response to the Mayor's Roads Task Force report, we accepted recommendations to improve the road network, including the need to develop and adopt a new 'street family type' classification for London's streets.

This will provide a framework for deciding how roads and streets should be designed, managed and operated. The movement of freight and the provision of loading space are critical functions that need to be included in the classification and the following activities will ensure this happens.

Other initiatives will also change the character and operation of London's road network, including more than £900m of investment outlined in the Mayor's Vision for Cycling.

As the Capital continues to grow and evolve, freight and servicing considerations need to be incorporated into the design, construction and management of the road network and new developments. In addition to commercial properties, the increase in home deliveries and internet shopping make it essential to plan adequate loading facilities for residential properties and areas.

We will:

- Analyse the forecast growth and changing character of freight traffic (including the growth in LGV traffic) every year to enable longer-term planning for London's road network – April 2014
- Produce guidance for Delivery and Servicing Plans for new developments – April 2015
- Ensure that provision for reliable freight and servicing movement, plus space for parking and loading, is reflected in street-type criteria for TfL roads – summer 2015
- Ensure that freight and servicing movement, parking and loading are important considerations in the design and management of all TfL-funded schemes (including those funded through Local Implementation Plans) – December 2015
- Promote similar considerations in highway and traffic schemes not funded by TfL – December 2015

Improving safety

Ensuring the safety and security of all users, including cyclists, pedestrians, drivers and vehicles, should be the highest priority for anyone who uses or manages London's roads. It is the single greatest challenge facing any major city with a growing population and a changing profile of road users.

'Safe Streets for London', the Road Safety Action Plan for London 2020 published by the Mayor and TfL in July, sets a target of a 40 per cent reduction in the number of killed and seriously injured (KSI) casualties on the Capital's roads, compared to the 2005-2009 average.

The following activities will help achieve the target by addressing the risks posed by goods vehicles, particularly construction vehicles. This work will also begin to tackle the longer-term challenges to ensure the safer operation of freight vehicles across the Capital.

We will:

- Continue to implement the recommendations from the Construction Logistics and Cycle Safety Research Report to:
 - Improve construction vehicle safety through engagement with major construction companies and hauliers
 - Address the imbalance between health and safety and work-related road risk
- Encourage the adoption of road safety best practice across the construction industry and transfer lessons learnt to other sectors where appropriate
- Ensure freight industry input into the development of the proposed Safer Lorry Charge – ongoing
- Finalise our review of FORS to ensure we maximise the uptake of industry standards in safety and compliance and build on success to date – April 2014
- Develop and promote site assessment guidance for safe and legal loading – April 2014
- Continue to work with the Greater London Authority, boroughs and other public bodies to improve the management of work-related road safety within supply chains, through procurement and contracts – ongoing
- Work with the industry to develop and pilot a common code of practice for managing work-related road risk for construction sector supply chains – December 2014
- Present the code of practice to regulators and their executive bodies to encourage widespread adoption – April 2015
- Work with the industry and vehicle manufacturers to define the specifications for future vehicle design, to reduce blind spots and maximise the area visible from the driver's cab – December 2015

Re-timing deliveries and collections

Businesses were able to avoid disruption during the 2012 Games by changing the times of their deliveries. As well as helping to reduce congestion at busy times and make journey times more reliable, many operators benefited in terms of cost and service levels as a result of even minor adjustments to operations.

A long-term switch would also lead to safety and air quality benefits, so this programme explores opportunities to complete deliveries at different times, while ensuring any activity minimises disruption to local residents.

We will:

- Set up the London Out-of-Hours Consortium, consisting of key boroughs, retailers, London Councils, the FTA and RHA to begin a comprehensive review of re-timing activity and take the lead in delivering a sustainable increase in out-of-hours operations – October 2013
- Publish and promote stakeholder guidance based on existing materials used by the industry – October 2013
- Initiate a long-term trial for re-timing deliveries to demonstrate that effective behaviour change is sustainable – December 2013
- Develop and promote an initial briefing document on re-timing deliveries for London boroughs – December 2013
- Develop guidance for boroughs and operators seeking to amend operating restrictions for re-timing – March 2014
- Develop a driver training programme for quieter deliveries – April 2014
- Complete additional trials for re-timing deliveries to demonstrate technology and vehicle modifications and overcome regulatory restrictions – December 2014



Kerbside access

With increasing pressure on London's limited road space and the need to ensure the safety of vulnerable groups, we must look at new approaches to better balance the requirements of different road users, while ensuring efficient freight transport.

Issuing PCNs cannot be the only solution to managing the conflicts.

We will:

- Revise kerbside loading guidance for transport planners – October 2013
- Pilot a freight survey for a typical London high street (based on the Roads Task Force street types) to identify which measures are likely to be successful in certain environments – November 2013
- Enhance the existing industry toolkit to help minimise PCNs and maximise compliance – January 2014
- Follow the pilot high street survey with a further three covering Inner and Outer London to identify freight demand, facilities, enforcement and perceptions – March 2014
- Detail lessons learnt and a methodology for conducting similar freight surveys – April 2014
- Produce recommendations for improving kerbside access and efficiencies for other similar street types – April 2014



Increasing efficiency

In the build up to the 2012 Games, many organisations worked together to avoid disruption.

The collaboration between customers and suppliers, which took place across several industry sectors, was particularly successful.

This programme aims to encourage best practice sharing within the industry and improve relationships for mutual benefit.

We need to investigate opportunities to continue this work and reduce the impact of freight activity on the road network.

We will:

- Finalise our review of home delivery activity for discussion with the Freight Forum working group – September 2013
- Begin work with the Canal and River Trust and the Port of London Authority, to develop a water freight planning tool and help increase understanding of London's waterways as a viable mode for freight – October 2013
- Develop a work plan that explores a variety of options to increase the efficiency of freight activity across all industry sectors – November 2013



Effective communications



Surveys conducted during and after the 2012 Games showed the value of communication to the industry, for both planning and increasing awareness of potential solutions to common concerns.

This programme includes further improvements to communication channels and content to maximise behaviour change.

We will

- Add new freight content to the re-launched TfL website – October 2013
- Review existing communications channels and identify the most effective means of sharing and promoting best practice more widely – ongoing

Journey planning

Accurate information is essential to help plan and manage operations efficiently, improve journey times, reduce congestion and ensure safe and legal loading.

This programme aims to investigate options to improve the availability of freight routing data and real-time information to the industry.

We will:

- Complete a review of data formats, including online route planning tools, to improve information provision – December 2013
- Develop innovative journey planning approaches to help operators plan ahead and reduce congestion – December 2014

Next steps

The freight industry has a vital role to play in ensuring London's road network is fit for the future.

Partnership working, through the Freight Forum, will be essential if we are to achieve the actions set out above and ensure the industry plays its part in improving safety and making best use of the road network.

The benefits, in terms of reduced congestion and more reliable journey times, should also lead to cost savings for both operators and the wider business community.

This programme of work focuses on current issues and challenges affecting freight and logistics in London.

Achieving the actions it sets out will be a significant step towards delivering the

Mayor's Vision for Cycling and Roads Task Force recommendations.

However, the programme will need to evolve as other issues that impact the sector continue to arise.

We will therefore ensure the actions remain up-to-date as we learn more and work to develop a longer-term plan for achieving safer, greener and more efficient freight activity.

Progress will be reported at each Freight Forum, which will also consider the emerging longer-term freight plan for London, informed by the implementation of the Roads Task Force, Road Safety Action Plan and Ultra Low Emission Zone feasibility study.

To find out more about any aspect of this programme of work, email our Freight and Fleet team at freight@tfl.gov.uk



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