

## **deliverBEST, helping businesses make their deliveries more efficient and improve London's air quality**

### **London's Freight TAILS Integrated Action Plan**

#### **Purpose of this document**

This document provides the background to the development of Cross River Partnership's Integrated Action Plan for the Freight TAILS project: deliverBEST, explaining how the tool was developed, what the pilots have taught us, and what the next steps are.

#### **Who is Cross River Partnership?**

Cross River Partnership (CRP) is inner London's largest delivery partnership and has been implementing regeneration projects in the capital since 1994.

CRP is a voluntary association of its members – consisting of seven inner London local authorities, 19 private-sector led Business Improvement Districts (BIDS), and strategic partners including the London Mayor's Greater London Authority and regional transport authority, Transport for London. Westminster City Council acts as the accountable body for CRP, signing its contracts and employing its staff.

Cross River Partnership's projects help deliver London's ongoing success, and specifically:

- Good Jobs
- Strong Businesses
- Clean Air
- Great Places

Cross River Partnership (acting on behalf of Westminster City Council) is the Freight TAILS lead partner. From 2015 to 2018, CRP formulated the Freight TAILS project, built the partnership, wrote and submitted the funding application, ran the network of 10 European cities, delivered the network outputs, and developed and delivered the local Freight TAILS IAP: deliverBEST.

## Why does inner London need deliverBEST?

Inner London is busy and diverse – full of unique streets with different delivery and servicing activity. Deliveries and servicing are key to bringing in goods and servicing the buildings that residents, workforce and visitors use every day. The West End alone is currently home to 60,000 residents and well over 600,000 jobs in commerce, media, entertainment, research and retailing).

However, delivery and servicing vehicles contribute to increased traffic congestion and poor air quality, and impede improvements in the uptake of active travel. The complexity of delivery and servicing activity in inner London is also increasing, due to the growth of London's population and the additional customer demand that generates.

In the next few years, planned changes in central London include the transformation of Oxford Street by 2020 and the opening of the new London underground line, the 'Elizabeth line', in 2018. These planned changes will bring more pedestrians into the area. At Bond Street station, the new underground line will mean accommodating over 225,000 pedestrians every day, many of who will arrive on foot at peak times.

This growth of inner London sits alongside the urgent need to improve air quality and address safety and security issues for pedestrians and other road users. This means that these changes need to be managed, both during the construction phases and for the ongoing impacts of delivery and servicing activity (including waste collections) after implementation.

Over the past few years, inner London has seen a number of trials and pilots, all targeting urban freight transport, including:

- delivering clean vehicles (e.g. FREVUE, SEUL)
- targeting specific problems (e.g. addressing construction road safety through CLOCS)
- targeting specific areas (e.g. West End Partnership, Marylebone Low Emission Neighbourhood)
- targeting specific stakeholders (e.g. TfL's Freight Forum, CRP's Clean Air Better Business)

Alongside these trials and pilots, London's Mayor and local authorities have brought in regulations to address the big issues, including the Ultra-Low Emission Zone. While these types of policies may only have limited impact in the short-term businesses, as customers of freight, can influence freight trips for the longer-term directly. As customers of freight they can manage their delivery and servicing activity, rather than simply accepting poor air quality and traffic-clogged streets. This is where deliverBEST comes in.

## Who was involved in deliverBEST – the stakeholders?

Over the past few years, a variety of London stakeholders have been involved in initiatives designed to mitigate the issues associated with urban freight transport including:

- Transport for London, the regional transport authority
- the 33 local authorities
- Business Improvement Districts (BIDs)
- logistics operators
- freight representative bodies
- residents
- health professionals
- landowners

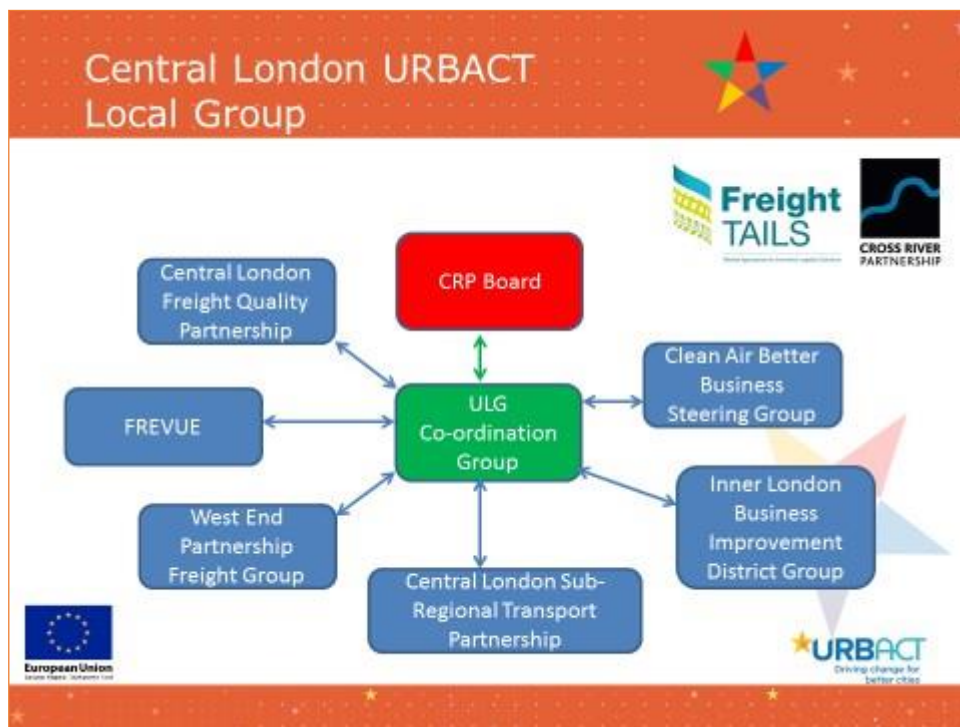
CRP has a unique position and set of experiences with this range of urban freight stakeholders:

- *CRP develops and delivers urban freight transport projects on behalf of key stakeholders:* CRP has recently written 'A Deliveries & Servicing Action Plan for the West End' on behalf of the West End Partnership Deliveries &

Servicing Group.

- *CRP brings both the regional and local levels together:* CRP contributes to the regional consultative body TfL's Freight Forum.
- *CRP brings the public and private sectors together:* CRP is project managing Smart Electric Urban Logistics project with partners UPS and UK Power Networks, developing highly innovative smart charging technology to support the wider transition of larger fleets to electric.
- *CRP brings links to a wide range of relevant European experiences:* CRP acted as lead partner on the EU funded FREVUE project, looking at freight electric vehicles in Europe.

This unique position enabled deliverBEST to be informed by a wide range of stakeholders, as shown on the slide below:



(For more information on the range of urban freight transport projects delivered by CRP please see the Freight TAILS case studies, as listed at Appendix 1.)

## How did deliverBEST develop?

deliverBEST was produced across multiple stakeholder groups all focussed on addressing the impact of urban freight in inner London. The catalyst for deliverBEST was CRP's experiences of delivering 20 Delivery & Servicing Plans (DSPs) to businesses across the inner London area.

These businesses included:

- the Financial Times – International Newspaper Head Office
- GAP Flagship Store (Oxford Street)
- London School of Economics and Political Science - Leading university with over 10,000 students and nearly 2,500 staff
- Neals Yard - Collection of largely independent businesses (cafes, restaurants, boutique shops) within a quiet courtyard, serviced by on-street loading.

Case studies providing details of these DSPs and more are available [here](#).

The main lessons learnt from undertaking these DSPs and hearing directly from businesses, were:

1. Businesses were put off from completing DSPs by the requirement to gather large amounts of data about the movement of goods and services into their buildings
2. Even when site specific data was collected, the actions recommended to the participating businesses were very similar, with only a few differences based on the business sector
3. Some businesses did not adopt the recommended actions if the action didn't correspond to their desired business culture e.g. choosing not to ban personal deliveries to the workplace
4. The financial cost of undertaking a DSP reduced the amount of businesses that could take part and effectively limits the amount of change that will occur

Based on these lessons, stakeholders developed a set of criteria that deliverBEST should meet:

- deliverBEST should reach as many businesses as possible
- deliverBEST should reach businesses from all different sectors

- deliverBEST should be easy to use, especially in the early stages
- deliver BEST needs to encourage the collection of data to inform actions, but must reduce the requirement to have all the data before recommending any action
- deliverBEST should make tailored recommendations based on type of business and business location
- deliverBEST should communicate in a fresh, new, exciting way that will encourage engagement

The deliverBEST online tool and business support service was developed by CRP to meet these criteria.

## The deliverBEST online tool

deliverBEST ([www.deliverBEST.london](http://www.deliverBEST.london)) is a free online questionnaire-based tool that shares practical, proven solutions to make deliveries to businesses more efficient, help them save time and money, and reduces the impact of their delivery and servicing activity.



*Screenshot of deliverBEST website landing page*

It takes less than two minutes to answer the ten quick questions at [www.deliverBEST.london](http://www.deliverBEST.london). The business then receives relevant recommendations to help make the deliveries to their organisation more efficient. By implementing recommendations businesses can:

- take significant steps to improve their corporate social responsibility;
- reduce costs and make their operations more efficient; and,
- reduce the number of vans on our streets and improve air quality.

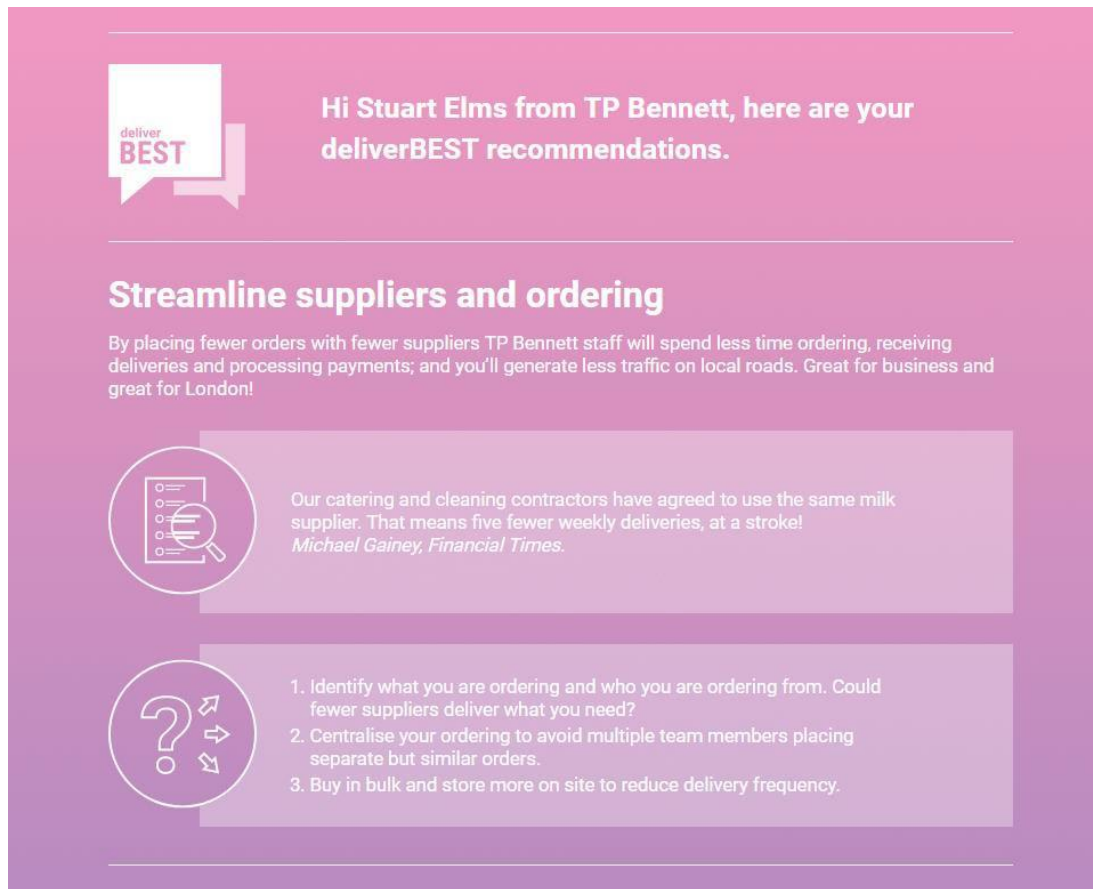
The recommendations provided to the business are based on the respondents' location, sector, size, tenancy and whether or not they operate a fleet.

Recommendations may include:

- Streamlining suppliers and ordering
- Choosing suppliers who operate with cleaner vehicles
- Using the same suppliers as neighbouring businesses
- Retiming deliveries
- Redirecting staff personal deliveries
- Minimising the amount of waste created and the number of waste collections
- Operating a cleaner fleet

Each recommendation is short and to the point. The recommendations provided are supported by a relevant case study (based on the location or sector where possible) and suggested next steps.






**deliverBEST**

Hi Stuart Elms from TP Bennett, here are your deliverBEST recommendations.


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### Streamline suppliers and ordering

By placing fewer orders with fewer suppliers TP Bennett staff will spend less time ordering, receiving deliveries and processing payments; and you'll generate less traffic on local roads. Great for business and great for London!



Our catering and cleaning contractors have agreed to use the same milk supplier. That means five fewer weekly deliveries, at a stroke!  
*Michael Gainey, Financial Times.*



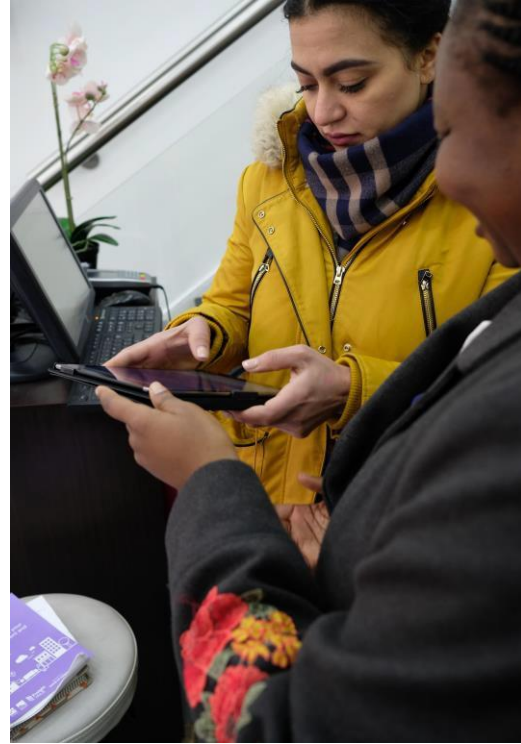
1. Identify what you are ordering and who you are ordering from. Could fewer suppliers deliver what you need?
2. Centralise your ordering to avoid multiple team members placing separate but similar orders.
3. Buy in bulk and store more on site to reduce delivery frequency.

*Screenshot of a deliverBEST recommendation*

The final recommendation given to all businesses, is to contact the deliverBEST team at CRP. CRP's specialist business engagement officers, can help the business to implement the actions and monitor their effectiveness. The deliverBEST team will discuss a business's needs, provide implementation insights, and help them build a business case for change and measure results and impacts.

Respondents are also encouraged to participate in relevant programmes such as BID-led air quality projects, or sector-based sustainability services.





*CRP's deliverBEST team discussing recommended actions with central London businesses*

## measureBEST, an outputs and outcomes monitoring framework

Alongside deliverBEST, CRP has developed measureBEST, an emissions calculator that quantifies the emissions reduced or avoided as a result of a business implementing deliverBEST recommendations. The tool reports PM10, NOx and CO<sub>2</sub> so is relevant for those interested in either air pollution or greenhouse gas emissions.

The measureBEST tool calculates potential or actual emissions avoided using data including vehicle type, delivery frequency, route, time of day, number of deliveries on the route etc. Where this information cannot be collected from the participating business, measureBEST uses assumptions based on relevant local proxy data.

The deliverBEST team uses measureBEST when supporting businesses; firstly to quantify the expected emissions reductions when building a business case for implementing recommended actions, and secondly to measure and report the results achieved from business-led actions.

## deliverBEST pilot

Since deliverBEST the online tool was developed in Spring 2017 it has been piloted by CRP as part of their 'Clean Air Better Business' programme funded by Mayor's Air Quality Fund; the Department for Environment, Food & Rural Affairs-funded 'Clean Air Small Business' programme (DEFRA); and Westminster City Council's 'Marylebone Low Emission Neighbourhood'.

During this time, 246 businesses across five boroughs have completed the questionnaire and received relevant recommendations to make their deliveries more efficient. CRP has supported these through 1:1 support (in person, over the phone and by email) and at workshops with multiple businesses.



*One of the deliverBEST workshops for businesses to share best practice*

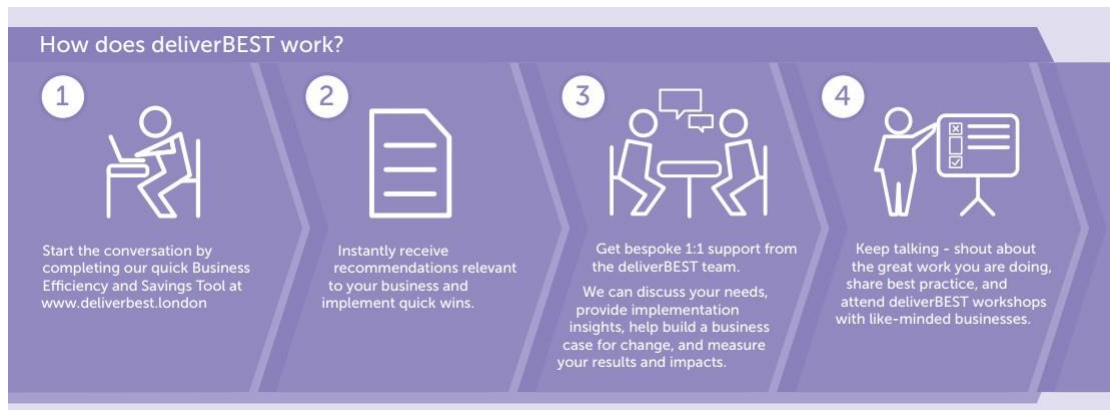
Examples of results achieved by the deliverBEST team include:

*The Bridge charity reduced the number of delivery vehicles by 25%, cutting CO<sub>2</sub> emissions by 77kg a year.*

*London Fire Brigade has banned personal deliveries to their Bankside office and are promoting alternatives to staff.*

*The Roundhouse music venue streamlined ordering practices for their on-site bars, reducing delivery trips by 7.5% and emissions by 0.4kg NO<sub>x</sub> and 131kg of CO<sub>2</sub> a year.*

*Better Bankside BID reduced the frequency of milk deliveries from daily to twice a week, avoiding 68kg CO<sub>2</sub> emissions a year.*



*The deliverBEST process from online tool to celebrating and sharing best practice*

## deliverBEST lessons learnt


The key lesson from the deliverBEST pilot is that business engagement takes time to show quantified actions and results, but businesses are open to making a difference. Momentum has built slowly, but the case studies shown below are helping increase interest.

We have found that working closely with existing business groups (including Better Bankside and Victoria BIDs) has seen greater uptake of the online tool, and faster progression to quantifiable actions. Where locally relevant and easily-implemented actions (e.g. BID-led preferred supplier schemes) or ready-to-go staff behaviour change campaigns (e.g. 'Click. Collect. Clean Air') are proposed, uptake is much easier and faster.

Larger businesses, particularly those with dedicated sustainability, procurement or building managers, are more easily engaged and have staff able to take action. However, a key challenge remains to be able to extend the actions taken by these larger businesses to smaller, less-resourced organisations.



## Office .....




The security team at The Financial Times **accept deliveries overnight**, meaning 94% now arrive outside of peak congestion hours. The use of a waste compactor has also reduced waste collections by two thirds.

Tenants at 80 Strand **procure from the same suppliers** for IT, printing and cleaning supplies and waste collections, reducing the number of vehicles delivering to the building.

John Lewis **banned personal deliveries** to their head office. This freed up staff time for more productive tasks.

We are supported by partners, including the Mayor's Air Quality Fund, which means our 1:1 support could be free to you.



## Food and drink .....



Attendants and cleaners at St Martin-in-the-Fields **accept deliveries overnight** when café staff are not on-site. This reduces the number of vehicles arriving at peak traffic times and makes for a better visitor experience.

The Roundhouse events team now **bulk order** their beer and wine, storing more on site. This cut the number of beer and wine deliveries from six to three per week.

Many cafés in and around Neal's Yard procure coffee from a local supplier and **collect orders on foot**, a zero-emission transport mode!

We are supported by partners, including the Mayor's Air Quality Fund, which means our 1:1 support could be free to you.



*Examples of the deliverBEST case studies that help communicate benefits to new businesses*

## deliverBEST the future

Cross River Partnership has recently secured the second largest share of DEFRA's latest [Clean Air Grant](#) for the [Clean Air Villages](#) programme, a partnership between five London boroughs: Lambeth, Hammersmith and Fulham, Islington, Kensington and Chelsea and Lewisham.

Clean Air Villages will reduce emissions at 10 air quality hotspots across the five boroughs, by working with businesses and communities to make deliveries and servicing more efficient through individual and collective action.

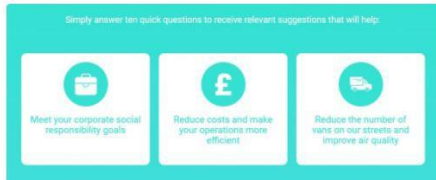
This programme builds on CRP's successful deliverBEST programme and a DEFRA-funded pilot in Camden and Westminster in 2017/18; and will continue to be informed by the unique role and relationship that CRP has with inner London's urban freight transport stakeholders.

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Any and all intellectual property developed under this project or arising directly from the delivery of it, including deliverBEST and measureBEST, remain the property of Westminster City Council / Cross River Partnership.

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**Clean Air Better Business** @CRP\_CABB ·Feb 28  
The Mayor's #TransportStrategy, released today, aims to reduce the number of lorries and vans entering central London in the morning peak by 10% by 2026. Find out how your business can reduce deliveries while saving time & money at [deliverBEST.london](http://deliverBEST.london)



Mayor of London, Transport for London, CRP and 7 others

**CRP** @CrossRiverPship ·Apr 4  
See our new DeliverBEST postcards for case studies relating to offices, retailers, hotel, managing agents and food & drink businesses at [bit.ly/2GYZd00](http://bit.ly/2GYZd00) and visit [deliverBEST.london](http://deliverBEST.london) to see how you can save time and money, while reducing air pollution!



angelLondon, Baker Street Quarter, Better Bankside and 7 others

**Euston Town** @EustonTown ·Mar 12  
Keen to learn how your business can save time and money while reducing delivery traffic and improving local #airquality? Join a free breakfast workshop on Thurs 22 March at @TheWesleyLondon. See [bit.ly/dBAirQualWkshop](http://bit.ly/dBAirQualWkshop) for more info & to register.



#### deliverBEST Air Quality Breakfast Workshop

Cross River Partnership's deliverBEST team is supporting London businesses to improve the efficiency of their deliveries, helping them save [eventbrite.co.uk](http://eventbrite.co.uk)

**Clean Air Better Business** @CRP\_CABB ·Apr 8  
We're proud to be working with @thewesleylondon's green team to help make cleaner & more efficient and reduce emissions further! @CrossRiverPship



#### TheWesley @TheWesleyLondon

Our green team is the heart of TheWesley hotel. They are the reason our recycling program is so effective, they are the reason our power usage is our carbon footprint has declined by approximately 21% since 2009. #ethical ...

CRP and partners will continue to promote deliverBEST, including on social media

## To find out more about deliverBEST contact:

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[www.crossriverpartnership.org](http://www.crossriverpartnership.org)

[www.urbact.eu/freight-tails](http://www.urbact.eu/freight-tails)

@CrossRiverPship

@freight\_tails

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## Appendix 1

### Cross River Partnerships' Freight TAILS Case Studies:

[Central London Sub-Regional Transport Partnership](#)

[Clean Air Better Business](#)

[Click. Collect. Clean Air.](#)

[Delivery & Servicing Plans](#)

[Delivery & Servicing Plans for Markets](#)

[Freight Electric Vehicles in Urban Europe](#)

[Heart of London Deliveries, Waste and Recycling Programme](#)

[New West End Company Air Quality Strategy](#)

[Oxford Street West Business Engagement Deliveries and Servicing Research](#)

[Smart Electric Urban Logistics \(SEUL\)](#)

[Villiers Street Delivery and Servicing Plan \(Phase 2\)](#)