



**Westminster City Council
Air Quality Task Group Call for Evidence**

Response from Cross River Partnership (CRP)

30 January 2017

Views and information

The views expressed in this submission are on behalf of CRP staff as professionals with expertise in the fields of regeneration, transport and sustainable development and do not necessarily reflect the views of our funders or Board partners.

Contact details

CRP Westminster Office
Westminster City Hall
15th Floor
64 Victoria Street
London
SW1E 6QP
T 020 7641 1693

www.crossriverpartnership.org

@CrossRiverPartn

Introduction to Cross River Partnership

Cross River Partnership (CRP) is a public-private partnership that has been delivering regeneration projects in London since 1994.

CRP is currently delivering a range of regeneration programmes in the central London sub-region, which each contribute to the achievement of one or more of our four objectives:

- Air quality and carbon reduction
- Sustainable employment opportunities
- Economic growth and prosperity
- Making places that work

CRP is a voluntary association of local authorities, business organisations and other strategic agencies relevant to London. We deliver programs alongside Transport for London, the Greater London Authority, our eight central London boroughs, and 17 Business Improvement Districts (BIDs).

Our central London focussed programs include management of the West End Partnership's Freight Programme, the Mayor's Air Quality Fund-supported Clean Air Better Business (CABB) programme and the Central London Sub Regional Transport Partnership (CLSRTP) funded through Transport for London. Cross River Partnership is also delivering ambitious programmes to reduce freight and waste vehicles, and improve air quality with our BID partners New West End Company and Heart of London Business Alliance.

We also lead a number of European funded projects which include Freight Electric Vehicles in Urban Europe (FREVIEW) and Freight Tailored Approaches to Innovative Logistics Solutions (FreightTAILS). Recently we participated in the Last Mile Logistics (LaMiLo) project which aimed to create a step change in freight deliveries by fully considering the last mile of a supply chain when planning a freight logistics journey.

Additional information on our projects and programs can be found in Appendix A and at www.crossriverpartnership.org.

This response is broken down in to a number of themes based on the interventions that CRP have experience in. For each intervention, we address:

- Our experience with project examples and a discussion of what we know works/ doesn't work
- Statistics demonstrating successful projects
- Recommendations and lessons learnt from CRP's experience.

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1 Reducing Demand for Deliveries

Freight and deliveries are responsible for a significant portion of London's road transport – up to a third within the congestion charging zone – and produce 36% of London's road transport NOx emissions and 39% of road transport PM10 emissions.

Delivery of goods and services is vital to central London's economy, but are not always as efficient and business-friendly as they could be. Business practices and local policy settings can be implemented to achieve both air quality congestion and public realm aims, while achieving business efficiencies.

1.1 Supplier Consolidation

Consolidating the number of suppliers a business or group of businesses procure from helps reduce the number of deliveries to a business or area and reduces staff time spent placing orders, receipting deliveries and processing invoices.

Within a business this can be as simple as using a single supplier for a multiple goods and services rather than separate suppliers for each good or service type. The Financial Times reduced their milk deliveries by half by consolidating suppliers and are now working to reduce catering suppliers further.

Within a group of businesses, supplier consolidation can be achieved by agreeing to use the same supplier for a set of goods or services. A number of CRP's member Business Improvement Districts (BIDs) run successful preferred supplier schemes which encourage businesses in an area to use the same supplier by providing discounted rates.

New West End Company's preferred suppliers for waste collection on Bond Street has delivered:

- A reduction in waste providers from 47 to 5
- 75% reduction of waste vehicles
- 40% less bags left on the street
- 25% of annual waste removal and recycling costs saved on average

Following the success of this scheme, CRP has been commissioned to develop the 'New West End Buyers Club' a preferred supplier scheme for businesses across the whole New West End Company BID area and including a range of good and service types. In addition, CRP has just begun a project to deliver a similar BID area scheme with Heart of London Business Alliance.

CRP has also supported The Fitzrovia Partnership's preferred supplier schemes for [office supplies](#) and waste and recycling collections. By consolidating stationary orders the programme aims to reduce the amount of office supply deliveries in Fitzrovia by up to 75% by 2020, while savings participating businesses a third on their stationary costs.

The impact of preferred supplier schemes can be maximised when suppliers are chosen that use ultra low emission vehicles for their deliveries. CRP and our partner Victoria BID have progressed a [directory of suppliers](#) that operate zero and low emission vehicles, to enable businesses to easily identify, use and support these providers. Better Bankside BID promotes a cycle courier for local courier and cargo deliveries, supporting a locally-based courier business and improvements to local air quality.

1.2 Order Consolidation

Reducing the number of orders that a business places in turn reduces the frequency that deliveries are made. CRP and our partners are encouraging businesses to adopt procurement practices that reduce the placement of non-urgent orders and help reduce the number of deliveries and achieve related staff efficiency savings.

Practices include:

- Bulk ordering non-perishable goods when storage space is available
- A centralised ordering person or department
- Set ordering days
- Working with neighbours to place a single order / request for service
- Postponing non-urgent orders until they can be combined with other orders

1.3 Delivery Consolidation

Consolidating delivery of goods from multiple suppliers for the 'last mile' of delivery has potential to reduce delivery related emissions in central London, particularly when last mile deliveries are made using ultra low emission vehicles.

Two examples of delivery consolidation in practice with CRP's partners include the North London Consolidation Centre (NLCC) and Regent Street Management's 'Clipper' consolidation service.

Camden, Islington and Waltham Forest provide the address of NLCC's consolidation centre when placing orders, meaning deliveries are made to an outer-London site before being consolidated for delivery to the councils' sites. Over the first year of operation, a total of 72 suppliers delivered 51,000 items to the consolidation centre replacing delivery of 9,400 separate orders to the three boroughs.

Similarly, businesses on Regent Street can have their deliveries, including retail stock, delivered to an outer-London site. Deliveries are then consolidated and delivered to Regent Street in an electric lorry. This service has [reduced movements](#) to participating stores by up to 85%. With CRP support, the Crown Estate are now planning to roll this service out to tenants within the Heart of London Business Alliance.

The real benefit of delivery consolidation centres will be realised when uptake increases, and the number of trips into central London can demonstrably be reduced.

Delivery consolidation may be a more realistic option than supplier consolidation for businesses that need to procure from a wide range of suppliers (e.g. restaurants that procure from smaller, bespoke food and drink suppliers). Hubhub, a home delivery service consolidates orders from multiple local suppliers into a single at-home delivery are an example of a model that could work well in the restaurant sector in particular.

1.4 Redirecting Personal Deliveries

The growing online shopping market has seen personal parcels make up a significant portion of deliveries to central London workplaces. Redirecting these deliveries from workplaces can reduce congestion and air pollution while reducing unnecessary workload for reception and post room staff. Redirecting via click and collect services (e.g. in-store offers or at local parcel collection points) ensures that missed deliveries and repeat delivery attempts are avoided, and can consolidate a large number of deliveries into one. For example, over 100 parcels can be delivered to a large Amazon Locker bank in Cheapside in one delivery, replacing deliveries to dozens of addresses.

CRP has developed a website, www.clickcollect.london which outlines alternatives to workplace deliveries that are easy, convenient and affordable for online shoppers. In addition to promoting 'click & collect' in-store offered by many high street retailers, the website maps the location of the parcel collection points of five service providers including Amazon Lockers, CollectPlus, Doodle, HubBox and Parcelly. This makes it easy for users to identify their most convenient collection point. The site also provides free deliveries and free trial memberships for the paid-for services.

The website is supported by a range of promotional materials, including versions of the website and posters, which CRP partner BIDs have branded as their own and providing to member businesses to drive behaviour change within their workforce.

CRP is undertaking monitoring to measure the impact that business-led personal delivery campaigns can have on deliveries. The range of interventions measured includes banning personal deliveries, promoting alternatives and subsidising alternatives for staff.

2 Reducing Emissions from Delivery Vehicles

Advancements in vehicle technology, infrastructure and procurement and behaviour change are required to reduce emissions from road transport that cannot be avoided or shifted to other modes.

CRP has a number of years' experience in reducing vehicle emissions, including researching and enabling electric vehicles, enabling and promoting uptake of ultra low emission vehicles and reducing emissions and fuel costs by delivering efficient driver training.

2.1 Fleet Choice

CRP manages the EU-funded Freight Electric Vehicles in Urban Europe (FREVIEW) project, which has deployed 80 fully electric freight vehicles across Europe and 16 7.5 tonne vehicles with London partner UPS. The vehicles have been well integrated into UPS's daily operations and their deployment has gone from trial mode to the 'new normal'. Based on this positive experience, UPS increased their fully electric fleet in London to 52 vehicles by the end of 2016, now making up nearly a third of their total London fleet.

Preliminary results from the FREVIEW project show that not only is the deployment of electric freight vehicles feasible for many inner city freight operations, but they offer 100 % reduction in local air pollutants NOx and PMs. A significant reduction in CO2 emissions of up to 50% has also been observed. By converting their fleets to ultra-low emissions capable vehicles, businesses are capable of cutting emissions and planning ahead to avoid ULEZ charges.

Nevertheless, some challenges have been identified including: limited availability of electric freight vehicles on the market; and large numbers of vehicles charging simultaneously potentially presenting challenges to the local electrical grid. Furthermore, electric freight vehicles still remain significantly more expensive than their diesel counterparts, mostly due to high battery prices. While a 3.5t fully electric truck is likely to be 2-3 times more expensive, large trucks above 7.5 tonne can be 4-5 times more expensive than the diesel alternative. The introduction of ULEZ and the extension of the plug-in van grant (paired with other measures such as the congestion charge exception) will begin to make the business case look more favourable.

CRP also sits on the Go Ultra Low City Scheme (GULCS) Working Group with the aim to significantly increase the number of residential and car club charging points in London. Together with the introduction of the ULEZ this will have a positive impact on reducing air pollutant emissions and CO2 from road transport and stimulate the low emission vehicle market by encouraging the uptake of cleaner vehicles.

There needs to be better promotion of the incentives to encourage the switch to more sustainable vehicle types. Our experience suggests organisations typically resist changes to their supply chain despite low CO2 alternatives. Barriers to change that need to be addressed include:

- Limited awareness of the impact of freight movements
- Perceived high costs of low emission vehicles
- Low visibility of alternative solutions and their benefits
- City policies preventing an alternative solution e.g. planning conditions that ban deliveries at certain times

2.2 Driver Efficiency Training

Not all businesses or individuals can upgrade their fleet quickly. Many are locked into long-term leases or may not have the finances to purchase new vehicles. However, there are ways of improving efficiency and reducing emissions from existing fleets including improving driver efficiency through training and behaviour change campaigns.

CRP's CABB programme has provided one-to-one on-road training sessions to 77 private hire vehicle drivers, achieving an overall fuel usage reduction of 17%. One driver, who achieved increased his fuel efficiency from 47 to 64 miles per gallon noted "That's a saving of 25% on my fuels costs. It's like getting a wage rise!"

Following on the success of these training sessions, CABB will be extending the availability of driver training sessions to operators of a wider range of fleets, not just private hire vehicles in 2017/18.

3 Supporting Business-led Action

CRP has commissioned [Delivery and Servicing Plans](#) (DSPs) for almost 50 central London businesses over the past two years. Developing these plans has involved in-depth review of all delivery and servicing movements to and from a site, and suggesting relevant options for the business to reduce the number and impact of their deliveries. Recommended actions include procurement policy and practice changes; staff personal delivery behaviour change; retiming of deliveries; and fleet efficiency actions outlined above. Feedback from businesses completing a DSP has shown that the

process was weighted too far towards initial data collection and baselining, and that additional support on implementation would be more useful.

CRP are now building on lessons learnt from the DSPs with 50 central London businesses, and via our EU-funded project FreightTAILS, and are developing 'deliverBEST' tool and business support resource to upscale business-led action on air quality and congestion.

The online deliverBEST tool will form the start of a business engagement process by recommending relevant actions to reduce the impact of a business' deliveries, and offering CRP's support on implementation. The tool will identify interested and engaged businesses who will then be supported by CRP and BID members via workshops and 1:1 relationships.

4 Supporting Better Travel Choices

CRP and our partners support better travel choices by developing and delivering programmes, infrastructure and improved local environments that help encourage use of public transport, walking and cycling.

4.1 Employee Active Travel Programmes

CRP has supported BID-led active transport programmes for a number of years. Many of our BID partners provide and promote cycle safety training events and drop-in maintenance sessions. Others promote TfL's Santander Cycle Business Account scheme and some, including Better Bankside and Camden Town Unlimited BIDs have fleets of [Brompton Bikes](#) available for their member businesses to borrow to trial cycling to and from work or for local work travel. These offers support build confidence amongst local employees, encouraging and normalising cycling as a travel choice.

With their strong local links, BIDs are well placed to identify and respond to demand for cycle parking and other services. Many BIDs provide [cycle parking](#) in one form or another. With CRP support, Baker Street Quarter Partnership commissioned a demand assessment for secure cycle parking in its BID area. While there is not yet a commercial case to develop a full cycle hub with additional facilities such as showers, lockers and maintenance facilities, the report did identify alternatives to support a shift towards cycling such as:

- Provision of pop-up secure cycle parking at times of peak demand
- Potential for reciprocal arrangements between offices with spare secure cycle parking

Many BIDs also provide guided walks and lunchtime walking event to encourage physical activity amongst local employees and showcase hidden gems in their BID areas. These walks can act as a gateway to encouraging walking as a regular travel choice.

4.2 Environmental Improvements

CRP works with a range of BID and borough partners to deliver environmental and urban realm improvements to make walking and cycling more attractive options.

CRP has designed and is project managing a 'foot-first' intervention with Southwark Council to improve the pedestrian connection linking Walworth Road and Kennington Tube station. The revitalisation of this area includes updated lighting, signage and public art and promotes a safer,

more direct, but less obvious route between a new residential development and a key public transport node. Monitoring is being undertaken to assess the effectiveness of the intervention in increasing footfall along the route.

CRP is currently project managing development of the Windmill Street Parklet for The Fitzrovia Partnership. This parklet will deliver greening, seating and cycle parking to make the streetscape a more desirable place to walk, cycle and dwell. By displacing car parking spaces with the parklet, The Fitzrovia Partnership and Camden Council are signalling that the use of public streets for active transport, greening and spending time, should be prioritised.

Similar projects are being delivered by CRP's partners including Team London Bridge's popular '[Fresh Air Squares](#)' and WeAreWaterloo BID's use of Granby Place – a 'meanwhile space'.

5 Reducing Exposure to Air Pollutants

While progress is being made in some areas to improve air quality, there is still a need to reduce exposure to the air pollutants that remain in the air. This is particularly important for the most at-risk groups and those who are regularly exposed to the most toxic concentrations of pollutants. CRP is supporting our partners to drive behaviour change and encourage walking and cycling on less polluted routes.

5.1 Wellbeing Walks

With Urban Partners for Euston, King's Cross and St. Pancras, CRP delivered London's first '[Wellbeing Walk](#)', a safer, cleaner and more pleasant route between Euston and Kings Cross stations. The signposted route encourages pedestrians to take a 'back streets' route between the two train stations instead of along the busy, polluted Euston Road. [Air quality monitoring](#) along the route has shown concentrations of air pollutants to be less than half that of Euston Road.

Footfall monitoring showed a more than 200% increase in pedestrians using the route over its first year, and anecdotal evidence from businesses along the route is overwhelmingly positive.

CRP are now supporting additional partners to design and implement wellbeing walks across central London, including working with The Northbank BID on a route between Embankment Station and The Strand.

5.2 Air Quality Widget

Through CRP's CABB programme, the City of London Corporation's [City Air App](#) has been transformed into a customisable, 'widget' that can be embedded into websites (e.g. [Better Bankside BID](#)) to provide local air pollution forecasts and inform decisions on route choice.

The widget, which has been used over 70,000 times, takes real time data from air quality monitoring stations across London. It then uses an easy to understand colour coding to overlay that data on a map of the area. The routing function helps users identify the cleanest route to walk or cycle. Upcoming improvements will make route options even clearer.

5.3 Personal Exposure Monitoring

Through CRP's CABB programme Northbank BID are working with Kings College London to measure personal exposure to air pollution amongst local employees. Results of monitoring will inform 1:1 discussions about route and travel mode choices before a second week of monitoring is completed to show the impact that simple behaviour changes can have on personal exposure. The range and prominence of the local employees chosen for the project will help support a wider information campaign across the BID area. Following the completion of the Northbank trial, CRP will be rolling the programme out across all CABB partners in summer 2017.

6 Green Infrastructure

Green infrastructure, and especially trees, can contribute to improvements in air quality by trapping particulate matter (PM) and absorbing polluting gases, such as NO₂. Green walls can be particularly effective in urban streets surrounded by high-rise buildings, reducing NO₂ by 15% and PM by 23%.

The 2015 London i-Tree Eco Project's report, [Valuing London's Urban Forest](#), found that London's trees remove more than 2,000 tonnes of pollution every year, a tenth of the pollution emitted by road transport in London.

In recent years CRP has led the successful [Greening the BIDs](#) collaboration, delivering the following successful green infrastructure projects:

:

- Green infrastructure audits for central London Business Improvement Districts to identify opportunities for green infrastructure interventions.
- Implementation of 117 installations over the past 4 years, leveraging over £4.3m of private sector investment in projects such as: The Ruben Living Wall, The Missing Link, works at Greenwood Theatre and St Mary's Hospital.

Perhaps greater than the direct benefits in trapping particulates and absorbing gases, green infrastructure also improves the urban realm, making walking and cycling more attractive travel modes, and making links to support greater awareness of issues of wider environmental concern such as air quality, flooding, climate change and biodiversity.

7 Appendix A - About CRP and our current programmes

CRP develops, fundraises for and delivers programmes that add value at a sub-regional level to the individual activities of its public and private partners. CRP operates with Westminster City Council as its accountable body.

CRP delivers projects via a number of programs targeted at addressing various regeneration issues in central London and Europe. The following is a summary of programmes delivering transport and air quality-focused initiatives:

1. **Clean Air Better Business (CABB)**

Following the success of Clean Air Better Business Phase 1, CRP is now delivering Clean Air Better Business Phase 2 with 14 inner London borough and BID partners, funded by the Mayor's Air Quality Fund. An exciting programme of collaborative behaviour change activities will be delivered with business over the next three years.

2. **Central London Sub Regional Transport Partnership (CLSRTP)**

CRP facilitates this partnership of eight central London boroughs (Camden, City, Islington, Kensington and Chelsea, Lambeth, Southwark, Wandsworth and Westminster) on behalf of Transport for London. The partnership undertakes research and trials innovative schemes involving both Local Authorities and BIDs to support growth and place making, encourage uptake of active and sustainable transport modes, improve air quality, and make the transport system more efficient. In 2015/16 the partnership facilitated:

- A secure cycle parking demand and feasibility study (with Baker Street Quarter Partnership)
- An area-based delivery and servicing review (on Villiers Street with The Northbank BID)
- A waste consolidation improvement programme
- Funding for local tailored freight logistics programme (Freight TAILS)
- Funding for the Marylebone Low Emission Neighbourhood scoping study.

3. **New West End Air Quality Strategy**

CRP is working with New West End Company to deliver a strategy to improve air quality in the busy West End shopping area. This Air Quality Strategy aims to deliver a significant reduction in air pollution between 2016 and 2020. It complements the action that will simultaneously be undertaken by public authorities, including Westminster City Council and Transport for London. Initiatives of the programme include:

- Consolidating suppliers (via the West End Buyers Club)
- Reducing energy use, particularly from on-site gas boilers and generators
- Developing and implementing Delivery and Servicing Plans
- Providing cycle-friendly workplaces
- Encouraging visitors to arrive in the West End using low-emission travel modes

4. **West End Partnership Freight Programme (WEP)**

CRP manages the WEP Freight Group, pulling together all the current freight-related work in the West End. The development of a plan to 2020 will ensure that enough is being done to keep the West End moving, with goods and services coming and going efficiently. The programme will look at reduction, re-timing and consolidation of freight movements, in addition to increasing ultra-low emission vehicle projects to deliver commercial, health and air quality benefits.

5. *Oxford Street West Business Engagement Research*

Westminster City Council, Transport for London and New West End Company have appointed CRP to undertake business engagement research in Oxford Street West to understand current procurement processes and resultant deliveries and servicing activities. CRP will identify areas where deliveries and servicing could be improved to enable significant change in the Oxford Street West District to facilitate increased walkability in the area.

6. *Heart of London Deliveries, Waste and Recycling Plan*

On behalf of the Heart of London Business Alliance, CRP is:

- Developing a plan to reduce the visibility and volume of delivery and servicing vehicles in the Heart of London area; plus a reduction in the visibility of waste on the street
- Delivering a 4-year programme to support the delivery of the plan by engaging businesses through a variety of measures including preferred supplier schemes; waste reduction and supporting a reduction in the number of personal deliveries to the local workplaces.

7. *Fitzrovia Partnership Business Improvement District Support*

CRP is providing project management services to The Fitzrovia Partnership BID to deliver its ambitious sustainability objectives. CRP is coordinating these activities, working in-house with The Fitzrovia Partnership to continue the delivery of their freight consolidation, and commercial waste and recycling schemes. We are championing a cleaner, greener Fitzrovia with high quality public realm additionally addressing air quality issues.

8. *Freight TAILS*

CRP has successfully levered in funding from URBACT III to deliver Freight TAILS - Tailored Approaches to Innovative Logistics Solutions. Freight TAILS will share best practice and learning between 10 different European cities, and develop this into city-specific Integrated Action Plans to achieve freight management that is as consolidated, clean and safe as it can be.

9. *Freight Electric Vehicles in Urban Europe (FREVUE)*

CRP is the lead partner for this 30-strong trans-national partners Programme to trial different sizes and types of freight electric vehicles across 8 countries across different climates, industry sectors and policy environments. Detailed statistical results will begin to come through during 2016/17, showing the real contribution that freight electric vehicles (including large electric vehicles) could make to air quality and a cleaner London. This programme is funded by the European Union's Seventh Framework Programme.