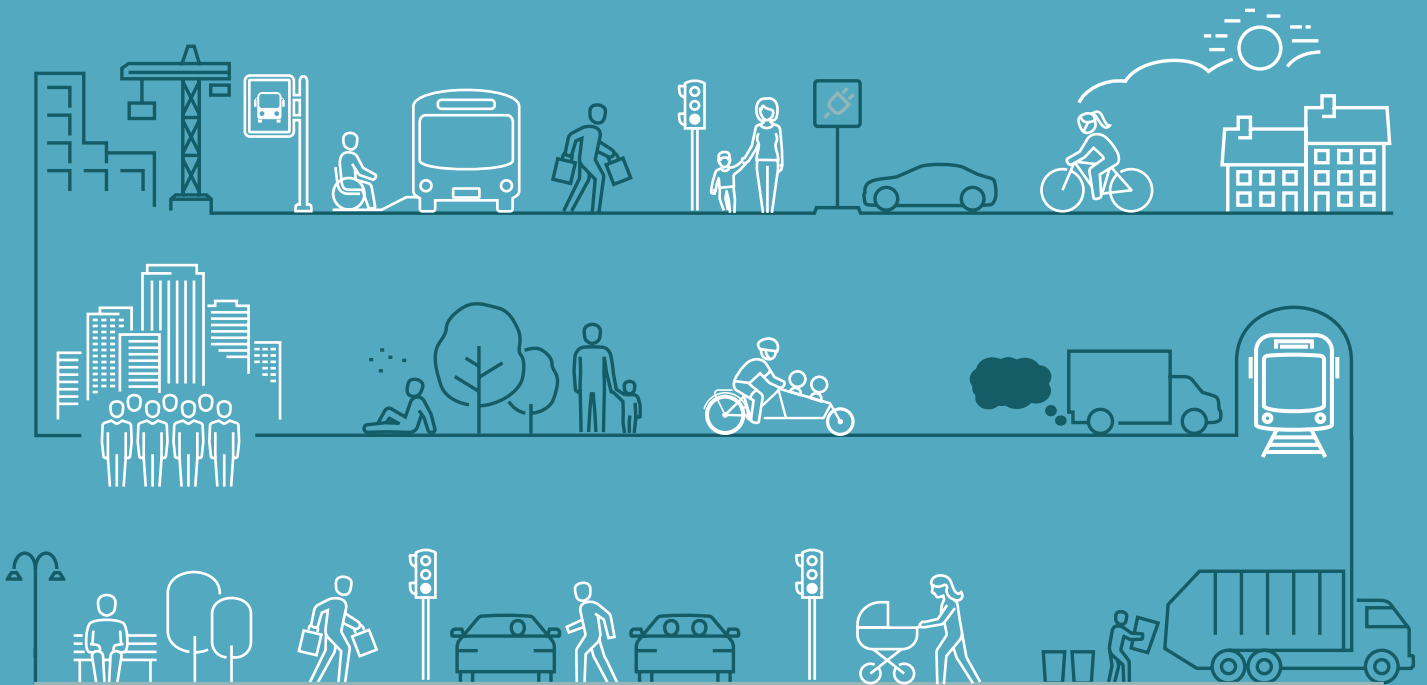


Freight and Servicing Action Plan

June 2024



Healthy Streets, Healthy Travel, Healthy Lives: Camden Transport Strategy 2019-2041



FOREWORD

I am delighted to introduce the Camden Freight and Servicing Action Plan, a pivotal initiative in our ongoing efforts to create a more sustainable, efficient, and liveable Camden. This plan is a key component of our Camden Transport Strategy, addressing the critical aspects of urban freight and delivery services that are essential to our daily lives and local economy.

As Camden continues to grow, with increasing population density and commercial activity, the pressure on our transport infrastructure intensifies. Freight and servicing vehicles are vital to supporting our vibrant economy, from delivering goods to our shops to providing essential services to residents and businesses. However, they also contribute to congestion, air pollution, and road safety challenges. This Freight and Servicing Action Plan aligns with the objectives of the Camden Transport Strategy, setting out how we can work together to address these issues.

Our vision is to transform Camden into a borough where freight and servicing operations are seamlessly integrated into our transport network, such that they support Camden's sustainable economy while ensuring that streets are safe and healthy for everyone. This action plan sets out a clear roadmap for achieving this vision, with actionable targets and principles of good practice that will guide our efforts over the coming years.

We have identified key areas where we can make a significant difference. By enhancing efficiency of freight and servicing trips, promoting the use of electric and low-emission vehicles, and retiming freight outside of peak hours, we can reduce emissions, ease congestion, and improve air quality.

Collaboration is at the heart of this plan. We have engaged with businesses, residents, and stakeholders to ensure the measures are practical, effective, and beneficial for all. Continuing our partnerships and engagement will be key to minimising the impacts of freight and servicing vehicles on our roads and making Camden a safer, quieter, and more pleasant place to live and work.

By working together, we can create a transport environment that supports economic vitality while safeguarding the health and well-being of our community.

As we launch the Camden Freight and Servicing Action Plan, I am confident it will serve as a model for other urban areas facing similar challenges. Together, we can pave the way for a cleaner, safer, and more efficient Camden, setting a new standard for sustainable urban logistics.



Councillor Adam Harrison
Cabinet Member for a
Sustainable Camden



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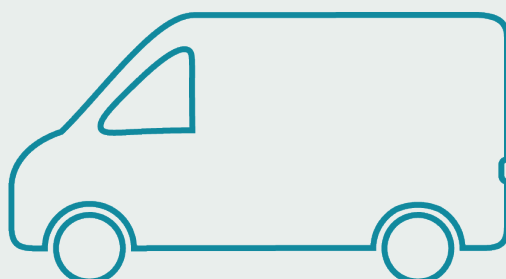
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CHAPTER 1

INTRODUCTION





1. INTRODUCTION

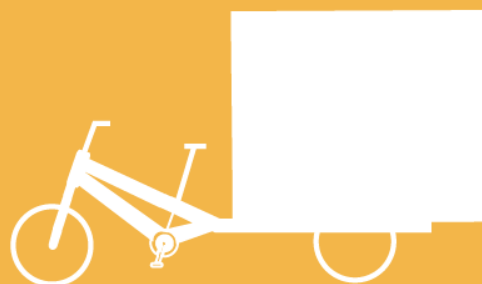
- 1.1. Every day, thousands of deliveries are made to Camden businesses, residents, shops, schools, hospitals, universities, and other institutions to provide the essential goods and services that everyone needs. Deliveries, servicing, and freight are the lifeblood of the economy, and without them London, and Camden, would come to a halt¹.
- 1.2. Camden's transport network is complex and is made up of roads, rail, and waterways. All these modes have a capacity to carry services and freight. However, the majority of deliveries are made by road: in London, [90%](#) of all goods handled are transported by the road network. The road network provides the largest transport infrastructure, and most destinations for goods are only accessible by road.
- 1.3. Freight holds a crucial place in our everyday lives, and with a clear plan, we can deal with its challenges better and unlock opportunities for economic growth. As set out in the Camden Transport Strategy (CTS), deliveries, servicing, and freight by road present challenges that affect the health and well-being of people in Camden while also being critical to the operation of businesses and organisations across the Borough. In response, Camden committed to developing a Freight and Servicing Action (FSAP), which will present comprehensive measures to address the key challenges our Borough's streets and transport network are facing.
- 1.4. This Plan provides an extensive evidence and policy base to Camden's freight and servicing, allowing us to identify the current challenges. Aligning with the broader objectives outlined in the CTS and other borough policies, this FSAP sets ambitious targets to reduce air and noise pollution, curb congestion, limit carbon impacts, and reduce road danger by encouraging safer, efficient, low-emission options for deliveries and servicing.
- 1.5. This Plan contains 30 clear and measurable actions that were developed by building on best practices across London and the UK. These measures will ensure that the council and its partners can deliver our CTS and related policy objectives and will reshape freight and servicing in Camden to be efficient, safe, and clean for our residents and businesses.

¹ See Appendix A for a glossary of deliveries, servicing, and freight in the context of this FSAP.



CHAPTER 2

UNDERSTANDING CAMDEN'S CONTEXT



2. UNDERSTANDING CAMDEN'S CONTEXT

2.1. The purpose of Camden Freight and Servicing Action Plan

2.1.1. Efficient, safe, and clean deliveries, servicing and freight are integral to achieving environmentally sustainable and inclusive growth in Camden. It is essential to ensure that Camden's streets are healthy for everyone, and our freight and servicing network is a fundamental part of that. Improving air quality, reducing road danger, and creating vibrant and sustainable places are key objectives of the CTS. This Freight and Servicing Action Plan sets out the measures that Camden will implement to achieve these objectives as well as those set out in the Mayor's Transport Strategy (MTS) and Mayor's Freight and Servicing Action Plan.

2.2. Vision

In line with the CTS, the vision of the Camden FSAP is to:

Reshape Camden's freight and servicing network to support Camden's inclusive and sustainable economy and help transform Camden's streets to create safe and healthy places for everyone.



Photo Source: Cross River Partnership



2.3. Overview of freight and servicing in Camden

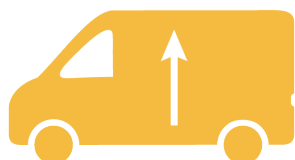
- 2.3.1. There is significant demand for freight and servicing in Camden. The Borough has a resident population of [216,900](#) as per latest official estimate. Camden's importance as a centre for employment, leisure, tourism, education, and healthcare means that significant numbers of people visit the borough every day, causing the daytime population to almost double to nearly half a million people – the second highest in London after Westminster.
- 2.3.2. Camden is also home to the [second highest](#) number of businesses in London (after Westminster) and the third highest in the UK. The majority (nearly 86%) of Camden's businesses are small and independent, employing fewer than 10 employees and with many categorised as 'sole traders.' These generate a high number of smaller deliveries, adding to overall pressure on roads across the borough.
- 2.3.3. Camden has several key entertainment destinations, including Theatreland, museums, as well as the attractions of Covent Garden, Camden Town, and the West End. Three major hospitals and two universities are also located in Camden. These also place an additional demand on the freight and servicing network in the Borough.
- 2.3.4. It is anticipated that demand for freight and servicing will continue to [increase](#) across London and in Camden, partly driven by population and job growth. The Borough's population is predicted to grow by [4.4%](#) between 2023 and 2033 accompanied by an increase in employment. It is projected that Camden will add 60,000 jobs, an [increase by 15%](#), between 2021 and 2041. This suggests more deliveries, freight, and servicing, and increased pressure on the road network.
- 2.3.5. The demand for freight and servicing varies across the borough both by type and intensity and is influenced by a complex multi-modal transport network:
- Both Transport for London Road Network and Strategic Road Network include key routes in Camden (see Figure 1);
 - Camden also hosts one of London's key rail freight arteries; the North London line provides a route from east coast ports like London Gateway and Felixstowe and through London to the Midlands and the Northwest.
 - The Regent's Canal passes through Camden and has access points to the river Thames at Limehouse in the east and Brentford in the west. However, the width of the canal and dimensions of locks restrict larger vessels from being used here and, at present, only supports smaller deliveries.

Figure 1: Map of Camden's Road Hierarchy

2.3.6. While almost all types of vehicles are used for freight and servicing, including private cars, cycles, taxis, motorcycles as well as (cargo) bikes, the most common are light goods vehicles (LGVs) and heavy goods vehicles (HGVs).

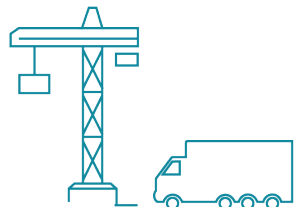
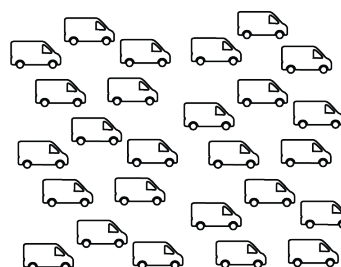
2.3.7. Below are some key Camden freight and servicing facts:

Over half a million freight vehicles enter London every day; **nearly 80,000 enter Camden.**



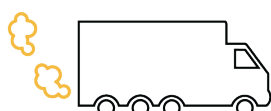
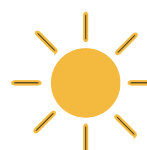
While the mode share of HGVs in Camden has remained relatively constant, **the mode share for LGVs has been rising steadily**, reaching its highest level in 2021 during the pandemic.

About 80% of all freight and servicing vehicles **entering London are LGVs**; in **Camden**, this is **over 85%**. This represents approximately 66,500 (average) vehicles a day in Camden, with e-commerce and office use being key drivers of this LGV movement.



Most **HGV use is construction related**: construction rates have increased by 46% in the last five years, and it is likely that construction rates will continue to rise around the growth areas.

Approximately **27%** of all freight vehicles enter Camden during the **morning peak**.



Together **HGVs and LGVs contribute disproportionately to poor air quality** in Camden (due to its engine size and weight of the vehicle): up to 36% of NOx and 30% of PMs related to transportation. They are also major contributors to carbon emissions, accounting for **28% of road-related carbon dioxide emissions** in London.

A more detailed, referenced context description and traffic data analysis is available in Appendix B.



2.4. Overview of the policy context

2.4.1. Camden's Freight and Servicing Action Plan is informed by policies at national, regional, and local levels. These policies provide a clear direction and guidance for Camden to develop measures to address key transport challenges in the borough:

National policies

- **Future of Freight: a long-term plan (2022)** – a nation plan that identifies the strategic direction and key priorities in the freight and logistics sector in collaboration with the industry. Priority areas outlined are a national freight network, transition to net zero, planning, people & skills, and data & technology.
- **Decarbonising Transport: A Better, Greener Britain (2021)** – this plan, along with Decarbonising Transport: Setting the Challenge (2020) sets out the scale of emission reductions and the corresponding actions needed to deliver the goal of net zero by 2050, including zero emission freight and logistics sector.
- **Gear Change strategy (2020)** – a national vision for walking and cycling. It emphasises further pressure on road motor freight as competition for limited carriageway and kerb space continues to rise while opportunities for access declines.

Regional policies

- **The London Plan (2021)** – sets out long-term development plans for promoting economic and social development. It includes the policy context for London's Ultra Low Emission Zone (ULEZ).
- **The Mayor's Transport Strategy (MTS) (2018)** – sets out an overarching aim for 80% of all trips in London to be made on foot, by bike or public transport by 2041 with a corresponding decrease in motor vehicle use, including freight. Alongside, MTS also aims to eliminate road deaths and serious injuries by 2041 while addressing pollution, carbon emissions, congestion & delays, inactivity, and noise.
- **The Mayor's Healthy Streets approach (2017)** – sets out the freight-related aims, including shift-change towards 'space efficient' modes, minimising freight trips on the network and developing flexible space usage solutions to manage freight.
- **The Mayor's Freight and Servicing Action Plan (2019)** – sets targets for improving safety, cleanliness, and efficiency of freight across London with a target of reducing the number of lorries and vans entering central London (which includes the southern part of Camden) in the morning peak by 10% by 2026.



- **London Rail Freight Strategy (2021)** – sets out a high-level approach to accommodating London’s rail freight requirements and growth over the next thirty years. This long-term strategy, put forward by Network Rail, highlights measures to increase rail capacity, better maintain rail infrastructure, and improve existing facilities as well as funding opportunities to support that growth.
- **Cargo Bike Action Plan (2023)** – this plan by TfL highlights opportunities to reduce van kilometres by increasing the uptake of cargo bikes to achieve Mayor’s goal of 80 percent of journeys by walking, cycling, and public transport by 2041. It sets out a range of actions to manage growth, infrastructure, and capacity, enhance safety, and facilitate behaviour change.

Local policies

- **The Camden Transport Strategy (CTS) (2019)** – aims to achieve MTS objectives and targets through local measures. It similarly prioritises sustainable, healthy, active travel and a shift away from inessential motor vehicle driven trips to address the multiple transport challenges they present. The CTS also commits to developing an FSAP to identify measures to reduce freight/delivery trips by motorised vehicles and their negative impacts.
- **Camden Local Plan (2017)** – sets out the Council’s planning and strategic development policies over the plan period from 2016 to 2031. Policy T4 (Sustainable movement of goods and materials) specifies encouraging canal, rail, and bicycle transport, protecting existing waterborne and rail freight traffic, and promoting freight consolidation facilities. A new local plan is being developed for Camden, and this plan too outlines measures for promoting sustainable transport of goods, services, and materials.
- **We Make Camden (2022)** – aims to develop a strong, sustainable, and inclusive local economy which encompasses a sustainable and efficient freight system as the lifeblood of the local economy.
- **Camden’s Climate Action Plan 2020-2025** – sets out a vision for achieving net zero carbon by 2030. This includes plans for the council’s own fleet to be 100% low-emissions.
- **Clean Air Action Plan 2022-26** – in conjunction with a longer-term [Clean Air Strategy \(2019-34\)](#), the plan includes a commitment to achieve the World Health Organisation’s recommended limits on NO₂, PM_{2.5} and PM₁₀ borough-wide by 2034, which will necessitate freight-related actions.
- **The Camden Future High Streets Programme (2021)** – sets out steps to support the regeneration of our High Streets, enabling a robust recovery from the pandemic. Among other priorities, the programme highlights the need for high streets to provide goods and services beneficial to the local community.

A more detailed description of the policy background is available in Appendix B.

2.5. Challenges and opportunities

2.5.1. Fostering an efficient freight and servicing network in the Borough could sometimes collide with the transport objectives outlined in the CTS and other plans, exacerbating some familiar challenges and presenting new ones with significant influence on health and wellbeing of residents. Pre-empting these challenges will help us maximize the opportunities in the freight and servicing sector to support an inclusive economy in Camden while also furthering healthy streets. This section outlines some challenges pertaining to supporting and maintaining freight and servicing in the Borough.

2.5.2.

- **Air quality and climate change** – poor air quality, particularly from PMs, has dangerous public health implications, contributing to premature death. It is estimated that Camden saw between 99 and 109 deaths in 2019 that were attributable to air pollution. HGVs and LGVs contribute to 36% of NOx, 30% of PM, and 28% of CO2 emissions from road transport. Managing emissions in the freight and servicing sector is, therefore, going to be key for improving overall air quality, health, and life chances of our population and meeting MTS and CTS emissions targets.
- **Road danger** – Camden has committed to deliver Vision Zero- zero Killed and Seriously Injured (KSI) casualties- by 2041. Recent data shows that Camden is on a downward trajectory for KSIs and is on course to meet this longer-term target. However, the KSI casualties among pedestrians, cyclists, and motorcyclists remains a significant concern as freight and servicing vehicles present unique challenges to the safety of vulnerable road users given the size of the vehicles. Analysis by TfL of HGV collision data 2012-17 shows that, of all vehicles, HGVs present the greatest risk of being involved in a fatal collision with cyclists and motorcyclists.



Photo Source: Cross River Partnership



- Noise pollution** – Movement of freight contributes to noise pollution in the borough, often in the form of noise from motor vehicles and loading/unloading activity in residential areas. Further, shifting freight trips to off-peak hours, while it presents opportunities to reduce congestion and demand on kerbside usage during peak hours, it also poses problems to noise control during evening and night-time hours. In line with the objectives of the CTS, controlling noise pollution is key for Camden even as it conflicts with some of the other objectives to improve efficiency of motor vehicle movements.
- Road space** – The carriageway and the kerbside are limited resources, demanding multiple uses. The CTS has set out objectives to deliver safe and healthy streets by reduce motor vehicle traffic and promoting walking and cycling. These objectives can compete with the needs of the freight and servicing sector, including easy loading and unloading, parking, and electric vehicle charging infrastructure. Ensuring the Borough can function effectively in the future requires balancing these competing needs and priorities to promote safety, efficiency, and inclusivity.
- Congestion** – Traffic dominance and congestion on London's streets and consequent delays, particularly to essential freight, undermine the capital's economy, the quality of the street environment, and the borough's ability to attract the investment needed to provide the homes and jobs for a growing population. Freight and servicing vehicles are also a significant contributor to this congestion. Supporting space-efficient freight and deliveries by enabling a transition to smaller vehicles, wherever possible, will ease the impacts of congestion.
- Growth and land use** – Camden's population is projected to grow to 226,500 people by 2033, a 4.4% increase from what it is estimated to be in 2023. Between 2021 and 2041, Camden is projected to add 60,000 jobs. There are several key areas of development in the Borough, including Holborn, King's Cross, Tottenham Court Road, Euston, West Hampstead, and Kentish Town/Regis Road. Overall, this new growth is set to create additional demand for travel, freight movement, and servicing, placing additional pressure on the transport network. The accompanying new construction needed to provide new homes and jobs will also create its own need for freight and servicing.
- Adapting to a changing street environment** – Driven by objectives set out in the MTS and CTS, Camden's streets are transforming to become safer and healthier places for residents, with reduced road danger, air pollution and congestion. Often resulting in a reduction in motor vehicle access to the kerbside, there is a need for deliveries and servicing to adapt to this changing street environment, finding alternative, more efficient, and more sustainable ways of delivering goods and services, including strategies for reducing freight trips, remodelling to more sustainable modes, and retiming freight journeys to quieter times of the day.

More information on the challenges summarised above is available in Appendix B.



High Speed 2 (HS2)

High Speed 2 (HS2), a high-speed rail link connecting London and Birmingham, is currently under further review and development. The implementation of HS2, and the associated growth and land use changes generated by it, will have manifold impacts on the freight and servicing movements in the borough. Camden, along with TfL and GLA, released the Euston Area Plan (EAP) in 2015 to align the growth and changes brought by HS2 with the broader goals of the borough and London. A revised version of the EAP is currently being reviewed to reflect the most recent changes to the HS2 project, including scaling back of the rail line and pausing of the 4.5-mile extension between Old Oak Common and Euston. At the time of writing this, the HS2 plan is currently being reviewed by the UK government, leading to uncertainty in the timeframe, budgets, and management of the later phases of the project.

Despite these ongoing developments and uncertainty around implementation, Camden wants to pre-empt the changes to street environment and usage likely to be introduced by HS2 and plan for them accordingly. In the freight and servicing sector, the primary impacts of HS2 will be related to the following challenges:

- **Construction activity:** The planned construction of HS2 will disrupt traffic movement in areas around the Euston station while also placing additional demand on the street network for catering to freight and servicing movements required for construction. As set out in the EAP, the FSAP will deal with these impacts through measures such as encouraging a Construction Logistics Plan (CLP) for the new development and requiring construction vehicles to comply with TfL standards for work-related road safety. Camden and TfL are also encouraging HS2 Ltd (the public body leading the delivery of the project) to explore using rail for transporting construction materials, wherever possible.
- **Additional freight and servicing:** HS2 is expected to change land use and development around Euston station, leading to increased number of shops, businesses, and commercial centres. This redevelopment and regeneration will create additional demand for freight and servicing in the neighbourhood. FSAP will plan for ensuring that freight and servicing in the newly developed areas is made sustainable through reducing, remodelling, and retiming strategies. These include measures such as encouraging off-peak movements, freight consolidation, shifting to e-cargo bikes and foot porterage for last-mile, and requiring a Delivery and Servicing Management Plan (DSMP) for the development.
- **Street and kerbside space:** Redesigning the Euston station as a key transport node, improving connections to the tube, bus, and other modes, and developing the areas around it as a local hub of activity will increase passenger movement and introduce changes to street and kerbside use. EAP mentions promoting sustainable and active travel, particularly on roads adjacent to Euston station— Eversholt Street, Hampstead Road, and Euston Road— by making it easier to walk and cycle. These changes to the neighbourhood and street environment will impact availability of street and kerbside space for freight and servicing activity. FSAP will undertake measures, in line with EAP, to address these challenges.



CHAPTER 3

CAMDEN'S FREIGHT AND SERVICING ACTION PLAN





3. CAMDEN'S FREIGHT AND SERVICING ACTION PLAN

3.1. Objectives

- 3.1.1. The aim of this Plan is to provide clear actions to help achieve the wider CTS objectives. The FSAP actions have been developed in accordance with these strategic objectives:

Camden Transport Strategy Objectives

1. To transform our streets and places to enable an increase in walking and cycling
2. To reduce car ownership and use, and monitor traffic levels in Camden
3. To deliver a sustainable transport system and streets that are accessible and inclusive for all
4. Substantially reduce all road casualties in Camden and progress towards zero killed and seriously injured (KSI) casualties
5. To reduce and mitigate the impact of transport-based emissions and noise in Camden
6. To deliver an efficient, well-maintained highway network
7. To ensure economic growth and regeneration

3.2. Targets

- 3.2.1. This FSAP is aligned with the strategic targets within the MTS, Mayor's Freight and Servicing Action Plan, and CTS and aim to contribute toward achieving these targets within the Borough.² To meet these objectives and to make the success of the FSAP measurable, the following targets have been proposed:

10%

reduction in motor vehicle freight movements in central London by 2026

100%

of all new LGVs and HGVs driven in London zero emission by 2040

0

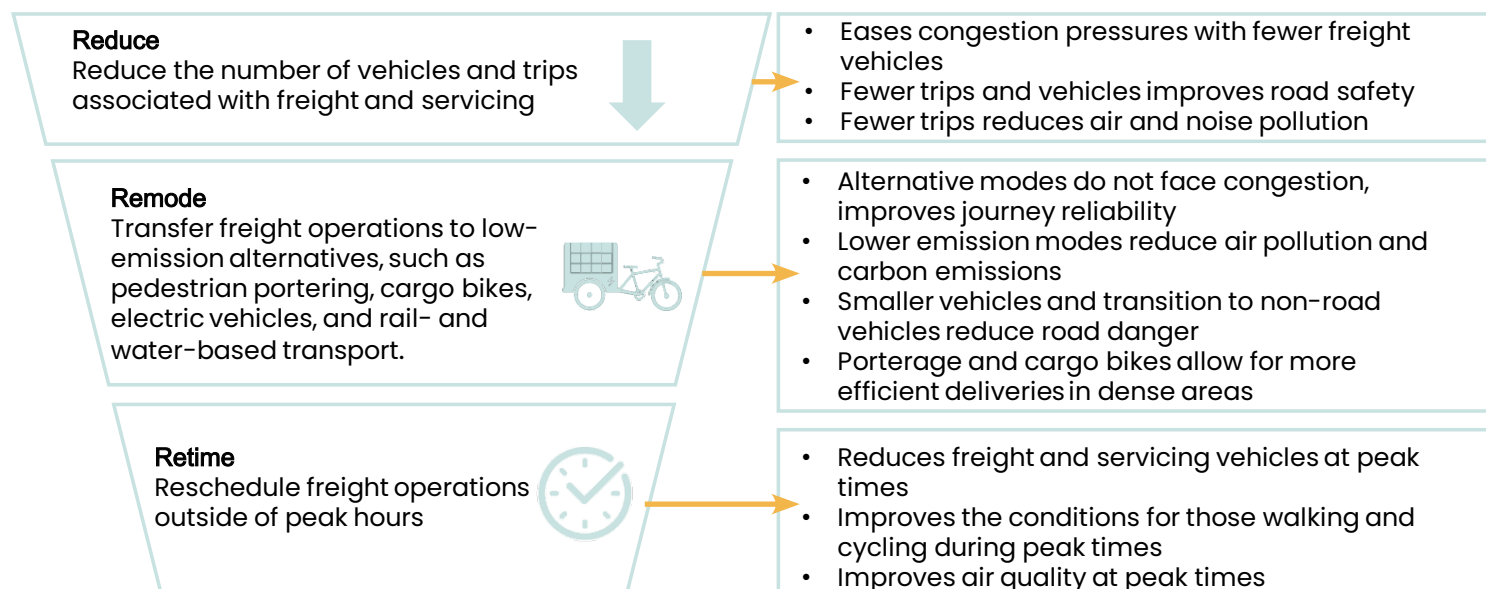
KSI casualties by 2041 as part of Vision Zero, including casualties where freight and servicing vehicles are involved

² The MTS [aims to](#) reduce the number of lorries and vans entering Central London in the morning peak (7 am – 10 am) by 10 percent by 2026, compared to 2016/17 levels.

3.3. Principles of good practice

3.3.1. The FSAP has been developed to meet these strategic objectives and targets and embeds three principles of good practice in effective freight and servicing management: “reduce”, “remode”, and “retime”. Applying these principles ensures that the actions will achieve desired outcomes, as set out in the table below.

Figure 2: Principles of good practice and desired outcomes



3.3.2. These measures should be considered in the hierarchical order in which they are presented to maximise benefits: Impacts of freight operations are most effectively minimised by reducing freight vehicles on the roads. When this cannot be achieved, we can turn to shifting freight operations to alternative modes. If this is not feasible, existing operations may be rescheduled for less disruptive times of the day or week.

3.3.3. Each of the measures in the FSAP has at least one corresponding principle identified to ensure that all the proposed actions align with the overarching themes of the CTS.

3.4. Camden’s achievements so far

3.4.1. An array of actions has already been taken by Camden and its partners to encourage safe, clean, and efficient delivery and servicing movement boroughwide. Table 1 summarises the initiatives and trials that have already been delivered or commenced and that were considered when shaping the FSAP.

**Table 1: Summary of Camden's freight and delivery initiatives and action to date**

Initiative	Description	Challenge addressed
Commitment to FORS and CLOCS standards	<p>Camden is a member of FORS and CLOCS, both voluntary accreditation schemes for fleet operators.</p> <p>Fleet Operator Recognition Scheme (FORS) requires member organisations to demonstrate general good practice in driver and vehicle safety as well as fuel monitoring systems and tyre usage.</p> <p>Construction Logistics and Community Safety Standard (CLOCS) requires member organisations to apply best practice from several standards, policies, and codes of practice to provide one industry standard that can be implemented by regulators, clients, principal contractors, and fleet operators.</p> <p>Being a member demonstrates that freight operators within the Council's own fleet are achieving exemplary levels of best practice in safety, efficiency, and environmental protection.</p>	<ul style="list-style-type: none"> • Poor air quality and carbon emissions • Road danger
London Lorry Control Scheme (LLCS)	<p>Camden is a member of the LLCS, which controls the movement of HGVs during night-time periods and weekends on specific roads in London, helping to minimise noise pollution. The scheme is administered by the London Councils group. Enforcement is carried out in residential areas during night-time through restricted use of specific roads.</p>	<ul style="list-style-type: none"> • Noise pollution, particularly overnight which is experienced by residents
iRecycle project Camden Electric Moorings	<p>This project explored the use of the river network (Camden's canals) for waste removal. The trial in 2018 was a success and discussions are ongoing with Camden Market to remove their waste using the canal to Powerday in Willesden Junction.</p> <p>This project was developed as part of the Camden Clean Air Initiative.</p>	<ul style="list-style-type: none"> • Poor air quality • Congestion • Road danger



Initiative	Description	Challenge addressed
Locally targeted Freight Management Plans and Delivery Guides	<p>Camden developed Freight Management Plans (FMP) and Delivery Guides targeting specific areas within the Borough.</p> <p>FMPs and Delivery Guides focused on several key corridors in Camden (including Gray's Inn Road, Chalk Farm Road and Haverstock Hill) have been developed to mitigate the impact on kerbside accessibility for freight activities caused by the introduction of segregated cycle lanes on both sides of the carriageway at these sites.</p> <p>These plans will enable local businesses and residents to still undertake their delivery and servicing activities in an efficient and sustainable manner while supporting cycling infrastructure.</p>	<ul style="list-style-type: none"> Localised issues related to freight including adapting to changing street environment
Various cargo bike trials	<p>Freight audits and cargo bike trials for Camden businesses were launched in 2019 supported by the Mayor's Air Quality Fund. Over 700 item deliveries took place through this initiative.</p> <p>The Council helped establish a 'Try Before You Bike' initiative with cargo bike operator, Pedal My Wheels, providing over 20 cargo bike loans and training sessions to Camden businesses and residents.</p>	<ul style="list-style-type: none"> Poor air quality and carbon emissions Congestion Road danger
Camden Freight Consolidation Centre (CFCC)	<p>Managed by the Council, the CFCC is where (following deliveries from multiple suppliers) items are sorted on-site and prepared for onward final last-mile delivery. Items are then delivered to over 250 final destinations across Camden and Islington by e-cargo bikes or low/zero emission vehicles, including council-owned facilities, hostels/shelter centres and schools. This has increased collective buying power, discounts, and rebates to member businesses of the facility.</p> <p>The initial CFCC was opened in 2014 in Enfield, before it was relocated to Pakenham Street in Camden in 2018, and then again to the Crowndale Centre (Eversholt St) in 2022.</p>	<ul style="list-style-type: none"> Poor air quality and carbon emissions Congestion Road danger Rising costs to companies by having numerous suppliers



Initiative	Description	Challenge addressed
EV rapid charging points	Three new rapid charge points have been installed in commercial areas across Camden and more rapid charging points are planned in the future. These will be useful for commercial freight vehicles, taxis, and other large vehicles. TfL has provided Camden with a list of 23 preferred locations that are being investigated for implementation as part of Camden's EV Charging Point Action Plan. Rapid charging points are fully funded by the operator and TfL, with the first of these provided in Camden in 2018.	<ul style="list-style-type: none"> Poor air quality and carbon emissions Limited charging infrastructure available to support electric vehicle (EV) take-up by businesses
Electric fleet	<p>The Council currently operates street cleaning through a procurement contract with a vendor, which performs these operations using electric vehicles. It has been in operation for the last four years. Furthermore, a commitment was met in 2022 to procure a wider vehicle fleet comprising of zero-exhaust emission capable vehicles, or vehicles fuelled by biomethane compressed natural gas (CNG).</p> <p>This contributes to improved local air quality as these types of vehicles produce zero tail pipe emissions.</p>	<ul style="list-style-type: none"> Poor air quality and carbon emissions
Ban on personal packages being delivered to Council offices	Camden Council prohibits employees from receiving personal, non-work-related parcels at Camden offices (5 Pancras Square) since occupying the premises in 2015 and encourages them to instead receive their personal deliveries at their residential address. This helps to reduce the number of LGVs travelling through the Central Activities Zone (CAZ).	<ul style="list-style-type: none"> Worsening air quality in central London due to high number of van trips Congestion Road danger

3.4.2. Besides the ones in Camden, several successful initiatives have been developed and implemented across other parts of London to manage freight and servicing activity; these have also helped shape this action plan.

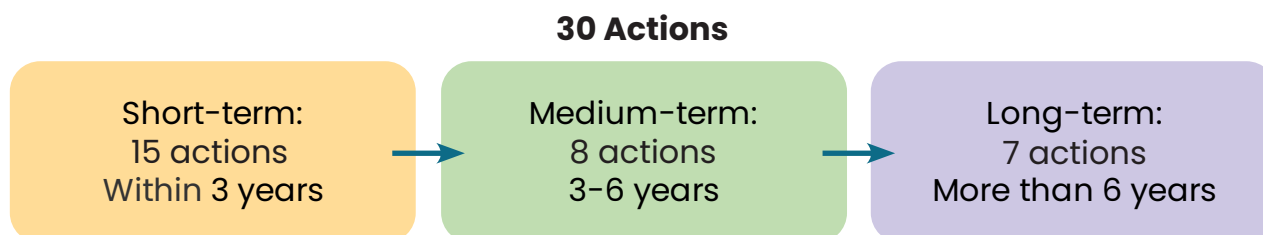
Examples of the measures taken in the other boroughs can be found in

Appendix C.

3.5. The structure of the FSAP

3.5.1. The FSAP comprises a list of 30 actions along with associated information for each action, including outcomes, next steps and considerations, delivery partners, and a cost range. All actions are categorised as per the timescale below.

Figure 3: FSAP timescale categories





3.5.2. The table provides the following information:



Action	Summary of measure and corresponding principle(s) of good practice.
Outcomes	Desired outcomes the action item is expected to achieve.
Next steps	Tangible next steps Camden will take to deliver the measure, summarised by the type of action (explore, trial, or implement) along with potential considerations for implementation of the action.
Delivery partners	Potential partners for the action; identifies Camden's role in the delivery of the action.
Cost (estimate)	£: Below £50k ££: £50–£150k £££: £150k–£500k ££££: above £500k

3.6. Camden Freight and Servicing Action Plan



3.6.1.Short-term actions (within 3 years)

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
1. Develop an implementation plan for the FSAP including establishment of an advisory board for engaging with businesses and other organisations 	<ul style="list-style-type: none"> Maintain sustained engagement with businesses to ensure the success of the FSAP Ensure phased implementation of FSAP actions by setting out the needed resources <p>Contributes to CTS objectives 1, 2, 3, 4, 5, 6, 7</p>	<p>IMPLEMENT</p> <ul style="list-style-type: none"> Create an implementation plan, setting out resources and funding for implementing actions over the short, medium, and long term Develop a plan for sustained engagement with businesses Explore setting up an advisory group for guiding the implementation of FSAP and facilitating knowledge-sharing among councils 	<ul style="list-style-type: none"> LBC (lead) Other London boroughs BIDs TfL 	£
2. Develop an e-cargo bike and pedal van support scheme for businesses 	<ul style="list-style-type: none"> Wider uptake of e-cargo bikes and pedal vans among businesses, building confidence and increasing safety Cost-effective transport for small freight and last-mile deliveries <p>Contributes to CTS objectives 1, 2, 3, 5</p>	<p>IMPLEMENT</p> <ul style="list-style-type: none"> Establish communication with potential e-cargo bike and pedal van service providers Engage with local businesses to better understand needs and challenges Support businesses to trial e-cargo bikes and pedal vans Monitor and report outputs of the scheme and develop a plan for expansion 	<ul style="list-style-type: none"> LBC (lead) BIDs Private operators Active travel charities 	££





Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
3. Trial a digital booking and availability system for kerbside loading 	<ul style="list-style-type: none"> Dynamic booking and utilization of kerbside space, leading to increased efficiencies along the supply chain Retimed deliveries to off-peak periods Designated loading/unloading locations Accurate data on kerbside usage <p>Contributes to CTS objectives 5, 6, 7</p>	<p>TRIAL</p> <ul style="list-style-type: none"> Identify suitable kerbside locations Work in partnership with private sector, delivery operators to develop and trial a digital slot booking system managed by LBC Integrate new system with existing parking and enforcement systems Develop clear messaging to public about the trial locations and the objectives 	<ul style="list-style-type: none"> LBC (Lead) Private operators TfL 	££
4. Increase provision of EV charging points for delivery and servicing vehicles in alignment with Camden's EVCP Action Plan 	<ul style="list-style-type: none"> Increased uptake of low-emission delivery and servicing vehicles <p>Contributes to CTS objectives 2, 3, 5</p>	<p>IMPLEMENT</p> <ul style="list-style-type: none"> Implement the delivery of required infrastructure in accordance with Camden Electric Vehicle Charging Points Action Plan Consider different charging needs specific to delivery and servicing vehicles catering to local businesses 	<ul style="list-style-type: none"> LBC (Lead) Private EVCP providers 	££





Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
5. Expand e-cargo bike sharing schemes across Camden to improve access for small businesses and residents 	<ul style="list-style-type: none"> Reduced cost and infrastructural barriers for businesses to explore, trial, and adopt e-cargo bikes Maximized utilization of e-cargo bikes via sharing, especially for small businesses with minimal delivery needs Improved knowledge on use cases for e-cargo bike share schemes for wider deployment <p>Contributes to CTS objectives 1, 2, 3, 5</p>	TRIAL <ul style="list-style-type: none"> Work with private service providers and local businesses to shape and trial new services, including non-standard parking facilities Explore creating a system for businesses to book a shared e-cargo bike Develop use cases for wider deployment of e-cargo bike share schemes Identify suitable use cases and models for trial expansion and support with needed street infrastructure Use guidance from TfL Cargo Bike Action Plan and other similar resources 	<ul style="list-style-type: none"> LBC (lead) BIDs Private operators 	££
6. Explore an electric van-sharing scheme for local businesses 	<ul style="list-style-type: none"> Reduced delivery trips and enhanced cost efficiencies, especially for moving large cargo Reduced kerbside use Reduced private vehicle ownership across businesses <p>Contributes to CTS objectives 2,3,5</p>	EXPLORE <ul style="list-style-type: none"> Research successful van sharing initiatives and investigate best practices Establish communications with private service operators and BIDs to understand capabilities and demand Develop a trial scheme in one of Camden's town centres 	<ul style="list-style-type: none"> LBC (initiate) Private operators (implement) BIDs (implement) BIDs 	£





Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
7. Increase the uptake of FORS and CLOCS among council suppliers and public and private organisations in Camden 	<ul style="list-style-type: none"> Increased road safety associated with freight and servicing vehicles, especially in the construction sector Enhanced forum for exchanging best practices and reinforcing accountability among businesses <p>Contributes to CTS objectives 1, 4</p>	<p>IMPLEMENT</p> <ul style="list-style-type: none"> Engage with local delivery, trades, and servicing operators Encourage council partners to commit to FORS and CLOCS standards Establish an advertising campaign highlighting the benefits of the schemes Explore options for incentivising uptake and promote the benefits to overcome reluctance in businesses to commit to certification 	<ul style="list-style-type: none"> LBC (lead) Private operators Local businesses CLOCS and FORS schemes 	£
8. Expand the usage of local FSDPs and delivery guides to ensure smooth deliveries and servicing amidst changing street environment 	<ul style="list-style-type: none"> Addresses location-specific freight and servicing challenges Accurate information on kerbside use and management Better facilitation of changes to street and kerbside use for supporting efficient and sustainable transport <p>Contributes to CTS objectives 1, 3, 5</p>	<p>IMPLEMENT</p> <ul style="list-style-type: none"> Investigate location-specific challenges and opportunities by engaging with businesses Building on existing local freight plans, create action plans that utilise local infrastructure and target specific issues in the area Ensure early stage research and engagement is conducted to encourage business participation before scheme proposals are finalised 	<ul style="list-style-type: none"> LBC (lead) BIDs Local businesses 	££



Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
9. Explore expanding 'Camden Eco Points' scheme to businesses to reward sustainable freight and servicing actions 	<ul style="list-style-type: none"> Reduced cost barriers and inertia among businesses to explore, trial, and adopt sustainable alternatives Increased interest and inclination to transition to sustainable freight and servicing alternatives <p>Contributes to CTS objectives 2, 3, 7</p>	EXPLORE <ul style="list-style-type: none"> Research similar schemes introduced elsewhere Engage with local businesses to understand the needs and most effective incentives Develop a phased approach to the inclusion of businesses in the rewards scheme, prioritizing actions in the freight and servicing sectors 	<ul style="list-style-type: none"> LBC (lead) BIDs Local businesses Waste removal operators 	£
10. Review external trade vehicle permits to enable shorter visits with lower emissions 	<ul style="list-style-type: none"> Promotion of low emission trade vehicles (i.e. e-vans, or cargo bikes) Efficient kerbside usage enabled by shorter visits Increased council parking revenue for further investing in sustainable transport <p>Contributes to CTS objectives 2, 5, 7</p>	IMPLEMENT <ul style="list-style-type: none"> Investigate similar practices from other boroughs Engage with local traders to support them to transition to lower emission vehicles Build an environmental and financial case for the review 	<ul style="list-style-type: none"> LBC (lead) Local businesses 	£




Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
11. Review parking permissions for Council operations to enable lower emissions 	<ul style="list-style-type: none"> Promotion of low emission trade vehicles (i.e. e-vans, or cargo bikes) Demonstrate best practice by example <p>Contributes to CTS objectives 2, 5, 7</p>	<p>IMPLEMENT</p> <ul style="list-style-type: none"> Investigate similar practices from other boroughs Engage with Council departments in reviewing fleet operations and purchasing Build an environmental and financial case for the review 	<ul style="list-style-type: none"> LBC (lead) 	££
12. Improve access to online toolkits and information for businesses to highlight best practices on reducing, remodelling, and retiming 	<ul style="list-style-type: none"> Increased business awareness of available options Reduced barriers to adoption of sustainable alternatives by making them easily accessible and adjustable to business needs <p>Contributes to CTS objectives 2, 3</p>	<p>IMPLEMENT</p> <ul style="list-style-type: none"> Expand Camden's webpage for businesses to include or link information on best practices and a wide range of sustainable freight alternatives. Enable cost comparison within the information and toolkits provided to enable cost efficiencies to drive behaviour change 	<ul style="list-style-type: none"> LBC (lead) BIDs Private operators 	£




Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
13. Explore and support joint procurement and consolidation for Camden and its partners ↓	<ul style="list-style-type: none"> Reduced delivery trips and enhanced cost efficiencies Reduced kerbside use Contributes to CTS objectives 3,7	EXPLORE <ul style="list-style-type: none"> Launch a marketing campaign with Camden's contractors to encourage joint procurement, bulk ordering, and create a common platform to engage Review council's procurement practices; encourage all Camden contractors to review theirs Explore the use of underused council storage space and buildings to enable storage of bulk orders Explore expanding the use of Camden's own consolidation hub 	<ul style="list-style-type: none"> LBC (lead) Contracting organisations Suppliers 	£
14. Investigate the creation of a 'Buyers Club' for BIDs to consolidate orders and optimize freight and servicing ↓	<ul style="list-style-type: none"> Reduced delivery trips and enhanced cost efficiencies Reduced kerbside use Opportunities created for local suppliers Contributes to CTS objectives 3, 7	EXPLORE <ul style="list-style-type: none"> Initiate conversation with Camden's BIDs and research similar successful practices in London and other cities BIDs to collect delivery information from all business and shape a proposal for a 'Buyer's Club' Encourage BIDs to take a flexible approach with businesses outside the scope to maximise the benefits 	<ul style="list-style-type: none"> LBC (initiate) BIDs(lead) Local businesses 	£



Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
<p>15. Contribute to the development of a Camden Sustainable Procurement Charter to encourage sustainable deliveries and servicing amongst suppliers</p> <p>↓ </p>	<ul style="list-style-type: none"> Commitment to sustainable procurement practice across Camden, it's suppliers, and partners Exemplary sustainable procurement practices (pertaining to freight and servicing) within Council, which encourage other partners and businesses to emulate and improve <p>Contributes to CTS objectives 3, 7</p>	<p>IMPLEMENT</p> <ul style="list-style-type: none"> Assess current procurement practices and policies within the council Engage with the key internal and external stakeholders and establish criteria for supplier evaluation Contribute to drafting a sustainable procurement charter or policy Establish onboarding process for suppliers and a monitoring approach Adopt a phased approach with adequate support to mitigate challenges from suppliers with limited resources. Build compliance monitoring into Council contracts to track progress 	<ul style="list-style-type: none"> LBC (lead) BIDs Local businesses 	£



3.6.2. Medium term actions (3 to 6 years)

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
16. Explore expanding the foot portage scheme to support last-mile deliveries from micro-logistics hubs or distribution points across Camden 	<ul style="list-style-type: none"> Reduced kerbside use Increased uptake of sustainable last-mile delivery options for small cargo Lowered delivery vehicle mileage and corresponding reduction in vehicle costs <p>Contributes to CTS objectives 1, 2, 3, 5</p>	<p>IMPLEMENT</p> <ul style="list-style-type: none"> Collate lessons learnt from the foot portage trials in Camden and other locations Develop a plan to expand the scheme in partnership with private service operators Review and amend pavement infrastructure (including dropped kerbs, crossings and paving) within portage area to ensure smooth and efficient operation of the wheeled trolley 	<ul style="list-style-type: none"> LBC (initiate) Private operators (lead) 	££

Pedestrian Portage

Following successful trials in London and in other European cities, pedestrian portage is becoming increasingly popular as a last-mile delivery option.



Foot porters can operate in multiple models:

- The driver 'switches mode' carrying parcels on foot to clusters of addresses;
- Porter delivers order from business premises to customer address on foot; or
- Porters distribute consignments from consolidation hub to customer addresses on foot.





Photo Source: Adobe Stock



Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
<p>17. Explore the feasibility of setting up micro-logistics hubs in underutilized spaces along with infrastructure to support sustainable last-mile deliveries</p> 	<ul style="list-style-type: none"> Infrastructure created to enable switching last-mile transport from traditional and bigger diesel vehicles to smaller zero and low-carbon modes Improved journey reliability for deliveries and enhanced efficiencies across freight supply chain Reduced kerbside use <p>Contributes to CTS objectives 3, 5, 7</p>	<p>EXPLORE</p> <ul style="list-style-type: none"> Investigate lessons learnt from previous schemes across London and identify key attributes for selecting spaces for micro-logistics hubs Identify suitable spaces by matching attributes and conducting a land inventory Commission a feasibility study and engage with key stakeholders Evaluate financial and operational strategies for long-term sustenance of the centres, including length of Council involvement 	<ul style="list-style-type: none"> LBC (Lead) BIDs Neighbouring local authorities Private operators 	£
<p>18. Expand the introduction of time-banded waste pick-up in more high streets to encourage consolidation of private and Council-operated waste services</p> 	<ul style="list-style-type: none"> Reduced numbers of commercial waste vehicles and trips Optimised commercial waste vehicles operations in the borough <p>Contributes to CTS objectives 5, 6</p>	<p>IMPLEMENT</p> <ul style="list-style-type: none"> Engage with BIDs and local businesses Investigate lessons learnt from existing schemes in Camden and other boroughs Develop a plan for the expansion of the time-banded waste collection in more high streets Mitigate objections by private operators by building a business and environmental case to nudge change 	<ul style="list-style-type: none"> LBC (lead) BIDs Private waste collection operators 	££



Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
19. Expand the Cross River Partnership 'Clean Air Villages' initiative further north in the borough to support re-modelling of freight and servicing 	<ul style="list-style-type: none"> Enhanced sharing of knowledge and best practices among partners Integration of efforts in the public, private, and non-profit sectors to advance common and mutually beneficial goals in freight and servicing Enhanced support infrastructure to explore and trial new solutions <p>Contributes to CTS objective 5</p>	<p>IMPLEMENT</p> <ul style="list-style-type: none"> Camden to identify suitable town centres in the northern part of the borough Continue conversation with Cross River Partnership and other relevant partners Proactively consider strategies for transitioning from early-stage exploration and trials to long-term programs 	<ul style="list-style-type: none"> LBC (initiate) Cross River Partnership (lead) BIDs DEFRA Neighbouring boroughs 	££
20. Lobby London Councils to review the Lorry Control Scheme to explore opportunities to reroute and retime lorry movement for noise control and efficiency improvements 	<ul style="list-style-type: none"> Efficient use of Camden's roads to transport goods and services Decreased volumes of freight vehicles on residential streets <p>Contributes to CTS objectives 2,5,7</p>	<p>EXPLORE</p> <ul style="list-style-type: none"> Analyse existing freight traffic data Undertake extensive review of the current road and restrictions network Identify key routes for review, engage with the key stakeholders Build upon improved freight data collection to enable action 	<ul style="list-style-type: none"> LBC (lead) TfL 	£




Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
21. Promote the use of local services and trades and service sharing among businesses via existing communication channels 	<ul style="list-style-type: none"> Reduced volume of service/trade parking Reduced number of individual contractors generating trips Increased efficiencies for local businesses and use of local trades / services, boosting the local economy <p>Contributes to CTS objectives 2, 5, 7</p>	<p>IMPLEMENT</p> <ul style="list-style-type: none"> Camden to liaise with BIDs to promote the use of local services/trades Investigate the opportunity for services/trades to store their equipment locally while for the duration of the works (i.e. repairs, maintenance, minor works), reducing the need for daily trade-vehicle trips Encourage BIDs to take a flexible approach with businesses outside the scope to maximise the benefits 	<ul style="list-style-type: none"> LBC (initiate) BIDs (lead) Local trades and service suppliers Local businesses 	££



Photo Source: Cross River Partnership


Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
22. Lobby Central Government to promote better safe driving and riding standards across the freight and servicing sector 	<ul style="list-style-type: none"> Reduced road danger Wider overall uptake of active travel modes due to increased safety <p>Contributes to CTS objective 4</p>	<p>IMPLEMENT</p> <ul style="list-style-type: none"> Call on the Government to establish the operator licence regime for vans and other delivery vehicles Call on the government to revise the way motorcycle training is delivered and regulated Work with CLOCS to include LGV into the standard Actively engage with other local authorities in lobbying governing organisations to overcome challenges of requesting nationwide changes 	<ul style="list-style-type: none"> LBC (Initiate) DfT (Lead) TfL CLOCS (lead) 	£



Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
23. Improve traffic data collection and processing for freight and servicing 	<ul style="list-style-type: none"> Better understanding of key freight and servicing challenges Data-based planning and decision-making <p>Contributes to all CTS objectives</p>	<p>IMPLEMENT</p> <ul style="list-style-type: none"> Engage with other authorities (local governments, TfL) to understand best practices and develop a framework for data sharing Initiate data sharing with private freight and servicing providers and develop a process for continuing data-informed freight and servicing planning Work with TfL, neighbouring boroughs and non-profits to find additional resources and capabilities to implement 	<ul style="list-style-type: none"> LBC (lead) TfL Freight and servicing operators Traffic data providers Neighbouring local authorities 	£



3.6.3. Long term actions (over 6 years)

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
24. Upgrade Camden's own, and contracted servicing fleets to increase the proportion of low emission vehicles 	<ul style="list-style-type: none"> Exemplary sustainable freight and servicing fleet composition within council, which will encourage other partners and businesses to emulate and improve Reduce the emissions impact of council operations <p>Contributes to CTS objectives 3, 5</p>	<p>IMPLEMENT</p> <ul style="list-style-type: none"> Initiate low emission vehicle procurement in stages Plan and deliver required infrastructure (refer to Camden Electric Vehicle Charging Points Action Plan) Seek additional funding through other avenues, i.e. central government grants to meet the prohibitive costs of fleet upgrade/transition 	<ul style="list-style-type: none"> LBC (lead) EVCP service providers 	££££

Rail Freight




Currently, rail accounts for less than 10% of freight in London, however it holds many opportunities when envisaging a safe, clean, and efficient future of freight. It could become a cornerstone of Camden's growth, especially in areas like Euston.

The key benefits of rail freight are that it is:

- Suitable for long-distance, heavy cargo (i.e. construction material);
- Considerably lower in emissions compared to road haulage;
- Faster and more reliable than road freight;
- Reduces pressure on the road network.


Photo Source: Adobe Stock




Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
<p>25. Strengthen requirements of Construction Management Plans (CMPs) to reduce negative impacts of construction freight and servicing</p> <p>↓ </p>	<ul style="list-style-type: none"> Mitigated negative impacts of freight and servicing activity associated with the construction of new developments Opportunity to retime movement outside peak hours <p>Contributes to CTS objectives 3,5</p>	<p>IMPLEMENT</p> <ul style="list-style-type: none"> Work with Camden planning team to outline opportunities for improving freight and servicing in the construction sector Develop and promote new planning guidance for developers/ other entities to better identify and address freight and servicing impacts Establish clear processes for reviewing and enforcing these policies Encourage the involvement of other authorities such as TfL in submission, approvals and compliance monitoring, to reduce risk of non-compliance 	<ul style="list-style-type: none"> LBC (lead) TfL Developers 	£







Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
<p>26. Strengthen requirements of Delivery and Service Management Plans (DSMPs) for major developments to facilitate sustainable deliveries and servicing</p> <p>  </p>	<ul style="list-style-type: none"> Mitigated negative impacts of freight and servicing activity associated with the new or existing developments Early-stage planning to manage predicted increase in deliveries and servicing in the area <p>Contributes to CTS objectives 3, 5</p>	<p>IMPLEMENT</p> <ul style="list-style-type: none"> Work with Camden planning team to outline opportunities for improving deliveries and servicing in new or existing developments Develop and promote new planning guidance for developers/ other entities to better identify and address delivery and servicing impacts in the DSMPs Establish clear processes for reviewing and enforcing these policies Encourage the involvement of other authorities such as TfL in submission, approvals and compliance monitoring, to reduce risk of non-compliance 	<ul style="list-style-type: none"> LBC (lead) TfL Developers GLA 	£



Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
<p>27. Update guidance on conducting Transport Assessments (TAs) to include evaluation of the impacts of deliveries and servicing on local streets</p> <p>↓ </p>	<ul style="list-style-type: none"> Mitigated negative impacts of freight and servicing activity associated with new developments on local streets Early-stage planning to manage predicted increase in deliveries and servicing in the neighbourhood <p>Contributes to CTS objectives 4</p>	<p>IMPLEMENT</p> <ul style="list-style-type: none"> Work with Camden planning team to outline opportunities for improving deliveries and servicing in new or existing developments Develop and promote new planning guidance for developers / other entities to better identify and address delivery and servicing impacts in the TAs Establish clear processes for reviewing and enforcing these policies Encourage the involvement of other authorities such as TfL in submission, approvals and compliance monitoring, to reduce risk of non-compliance 	<ul style="list-style-type: none"> LBC (lead) TfL Developers 	£



Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
<p>28. Explore the feasibility of using Camden's railways and waterways for moving heavy freight and for servicing trips</p> <p>↓ </p>	<ul style="list-style-type: none"> Reduced pressure on the road network Efficient transport of construction freight to highly developing areas of St Pancras and Euston Low-emission and cost-effective alternative for moving heavy, large, long-distance cargo <p>Contributes to CTS objectives 3, 4, 5, 7</p>	<p>EXPLORE</p> <ul style="list-style-type: none"> Investigate feasibility of a new rail freight terminal/ sorting facility in Camden Research best practice and lessons learnt from similar waterway freight trials in London and other cities Initiate conversation with the key stakeholders Ensure consideration in planning policies Collaborate with Network Rail and other partners to seek financial investment Consider impacts on the canal's biodiversity existing canal and canal side uses of increased water traffic 	<ul style="list-style-type: none"> LBC (initiate) Network Rail (lead) Landowners HS2 TfL Canal & River Trust Private operators 	£
<p>29. Lobby the Central Government for a legislative change to support consolidation of waste services in the borough</p> <p>↓</p>	<ul style="list-style-type: none"> Reduced numbers of commercial waste vehicles and providers Improved coordination and optimization of waste services <p>Contributes to CTS objectives 5, 6</p>	<p>IMPLEMENT</p> <ul style="list-style-type: none"> Liaise with other local authorities Research and develop a business and environmental case for the changes on legislation Create an affordable, efficient, and low-emission Council-run operation to build financial and environmental case 	<ul style="list-style-type: none"> LBC (initiate) Other local authorities DfT Defra 	£

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
30. Support TfL to improve real time road management to improve the efficiency of servicing and freight movement 	<ul style="list-style-type: none"> Data-informed plans and actions to reduce, retime, and remode freight and servicing Contributes to CTS objectives 5,6	IMPLEMENT <ul style="list-style-type: none"> Assess freight and servicing movement on the strategic corridors and evaluate opportunities for reducing, retiming, and remodeling Collaborate with TfL and private partners to develop options for retiming and rerouting to improve efficiency of freight and servicing movement Improve data sharing relating to planned and unplanned road disruption 	<ul style="list-style-type: none"> LBC (Initiate) TfL (lead) Routing service providers 	£

Decarbonising Camden's fleet

Camden continues to work with its partners to upgrade the servicing fleet to low emission vehicles, and to provide supporting infrastructure like rapid and other electric charging points at off-road sites. This ensures that the services the council provides are clean and safe for its residents and businesses.





CHAPTER 4

DELIVERING AND MONITORING CAMDEN FSAP





4. DELIVERING AND MONITORING CAMDEN FSAP

4.1. Partnership working

- 4.1.1. Safe, efficient, and clean freight and servicing requires the Council to work closely with our partners.
- 4.1.2. This is especially important when it comes to actions that would impact freight and servicing on a regional level, or where another organisation is responsible for network assets or decision making. Transport for London, Department for Transport, and other local (e.g. neighbouring) authorities will continue to be key partners in delivering the Camden FSAP.
- 4.1.3. Camden will also continue to engage with a variety of local stakeholders, including local businesses, BIDs, and third sector organisations, to establish effective communication channels, and will pilot local schemes to respond to the specific needs of Camden-based businesses.
- 4.1.4. Partnerships with private sector operators will be especially important to actions relating to remodelling, as these partners offer the products and services necessary to fulfil many of the action items. Camden will work together with car-sharing, e-cargo bike rental, delivery, and other service providers to shape and trial schemes. Key partners for the whole Camden FSAP are detailed in the table 2. The table presents an indicative list summarising key organisations in each sector that Camden will work in partnership with, to achieve the targets set out in this plan.

4.2. Funding sources

Table 2: Key stakeholders

Public sector	Private sector	Third sector
<ul style="list-style-type: none"> • Transport for London • Defra • DfT • Neighbouring local authorities • Network Rail • GLA • Schools / Colleges • Hospitals 	<ul style="list-style-type: none"> • Car-share operators • E-cargo bike rental companies • Delivery service operators • Local businesses • Servicing operators • BIDs • Developers • EVCP Operators 	<ul style="list-style-type: none"> • Camden Clean Air Initiative • Cross River Partnership • Canal & River Trust • Charities • Environmental organisations



4.2.1. It should be noted that this plan is being developed within a limited funding environment. All funding avenues will be explored to deliver the necessary freight and servicing programmes identified in this plan, including bids to discretionary TfL or central government funding, input from private operators, and further local developer contributions. The following are considered as potential funding sources:

- Actions that include EVCP infrastructure will be funded by TfL, private operators, Source London, Go Ultra Low City, and other sources;
- Measures that require new building infrastructure through development will be secured through developer contributions (CIL/S106 Agreements);
- Behaviour change interventions are to be funded from the Smarter Travel budget allocation from TfL's LIP fund for Camden, as well as developer contributions;
- The Clean Air Villages initiative is a Defra funded project led by Westminster City Council in collaboration with 26 project partners. Future funding rounds could support projects in Camden;
- For measures that support new automated transport service projects, the Council would bid for funding from Innovate UK, which is the UK's national innovation agency;
- Delivery and servicing and shared mobility operators are also keen to reduce negative impacts and improve the efficiency of operations. As such, undertaking trials for digital kerbside solutions, developing new e-assist pedestrian portage technologies, and van-sharing schemes for example, will largely be funded by private service operators.

4.3. Monitoring and review

- 4.3.1. Monitoring and reviewing the measures detailed in this plan are essential to achieving its objectives. Ongoing monitoring will ensure that the actions are adhered to by both the council and its partners.
- 4.3.2. Camden's target to support the Mayor's goal of reducing motor vehicle freight movements in Central London by 10% by 2026 will be monitored closely through the next few years. An update on Camden's progress with meeting this target will be reviewed in 2026 and be published as part of the annual review of the Camden Transport Strategy.
- 4.3.3. Periodic reporting will provide transparency and will keep residents and businesses informed about key achievements and any changes to the initially proposed measures. As such, updates on progress of the FSAP implementation will be provided and tracked in the annual CTS update reports to the Culture & Environment Scrutiny Committee and subsequently published on Camden's website. These updates will ensure that the progress is continuously monitored against the measures and objectives set out in this action plan.



- 4.3.4. Additionally, full FSAP reviews will be carried out nearing the end of each three-year programme of investment, ensuring that the actions reflect most accurate information and evidence available at the time.



Appendices

Appendix A – Glossary

Appendix B – The Freight and Servicing Context of Camden

Appendix C – Best Practices in Freight and Servicing



Freight and Servicing Action Plan

Appendix A

Glossary

June 2024



1. DEFINITIONS OF FREIGHT, DELIVERIES, AND SERVICING¹

1.1. Broadly, the terms of freight, deliveries, and servicing are often used interchangeably given that they interrelate with one another closely. The definitions listed here aim to clarify the specific meaning and usage of each of these terms in the context of this FSAP.

Freight	Transporting bulk goods, typically to storage or distribution facilities, using large vehicles over long distances.
Deliveries	Transporting smaller-sized packages over short distances to end users or consumers, often directly to their door.
Servicing	Provision of urban services, including waste, cleaning, and building repair and maintenance.

1.2. Other definitions.

Camden Transport Strategy (CTS)	Camden Transport Strategy is a borough-wide policy released in 2019 that sets out transportation targets and objectives until 2041.
Business Improvement District (BID)	Business Improvement District is a neighbourhood-based entity created through a ballot process to represent the interests of businesses in the defined geographical area.
Buyers Club	A buyers club is a collective of businesses that come together with the effect of increased purchasing power, consolidated purchase orders, and fewer packaging and deliveries as group.
Camden Eco Points scheme	Camden Eco Points is a reward program run by the council to incentivise residents for their sustainable choices in travel and waste management.
Central Activities Zone (CAZ)	Central Activities Zone is the commercial, business, and cultural centre of London. In Camden, it includes parts of the southern wards of the borough, such as Holborn & Covent Garden, Regent's Park, Kings Cross, and St Pancras & Somers Town.
Clean Air Villages	This is an initiative by Cross River Partnership, a non-profit based in London, to improve air quality in key emission hotspots in partnership with the boroughs, businesses, and the community.

¹ In the context of this FSAP



Construction Management Plan (CMP)	A Construction Management Plan is submitted by a developer to the council to detail measures that will be taken by the developer to minimize the negative impacts of the construction at the site to the neighbourhood and the borough.
DEFRA	Department for Environment, Food, and Rural Affairs
Delivery and Service Management Plan (DSMP)	A Delivery and Service Management Plan is submitted by the developer to the council to detail the measures that will be taken by the developer to effectively manage deliveries and servicing demand in the neighbourhood without causing any disruption to the functioning of streets or traffic movement in the area.
Delivery Guide	A Delivery Guide is a resource shared by the council with the public community, specifically businesses, to disclose changes to the loading/unloading in the neighbourhood and proposed alternatives to deal with the changes.
DfT	Department for Transport
E-cargo bike sharing	A system to share electric-cargo/ e-cargo bikes among multiple businesses or suppliers to reduce operational costs and enable efficient use of resources.
Electric Vehicle Charging Points (EVCPs)	Electric Vehicle Charging Points are on-street or off-street locations or facilities for charging electric vehicles.
EVCP Action Plan	Camden's EVCP Action Plan, released in 2019, outlines the Borough's plans for setting up electric vehicle charging points to cater to existing and future demand.
Foot portage	A sustainable parcel delivery option, where porters deliver packages to individual addresses on foot, largely used for the first or last mile of delivery.
Heavy Goods Vehicles (HGVs)	Heavy Goods Vehicles are larger lorries with maximum gross weight above 3.5 tonnes.
High Speed 2 (HS2)	High Speed 2 is an under-construction high-speed rail line providing zero-carbon train link between London and Birmingham.
Joint procurement partnership	A partnership among organizations with similar procurement needs and objectives to share best practices and reduce costs.
Killed and Seriously Injured (KSIs)	Killed and Seriously Injured denotes the number of people killed or seriously injured in a road crash.



Light Goods Vehicles (LGVs)	Light Goods Vehicles are smaller lorries with maximum gross weight below 3.5 tonnes.
Freight, Servicing, and Deliveries Plan (FSDP)	An FSDP is a local plan developed by the council to gain insight into the freight and servicing challenges faced by businesses in the area and to develop suitable solutions aimed at reducing freight trips and shifting to more sustainable alternatives.
London Lorry Control Scheme (LLCS)	This is a program initiated run by the London Councils to control the movement of heavy lorries (above 18 tonnes of maximum gross weight) in residential areas during night times to limit noise pollution.
Mayor's Freight and Servicing Action Plan (Mayor's FSAP)	Mayor's Freight and Servicing Action Plan is pan-London policy released in 2019 to set out the Mayor's aims to achieve safe, clean, and efficient freight operations in the city.
Mayor's Transport Strategy (MTS)	Mayor's Transport Strategy is a pan-London policy that was released in 2018 with an objective to transform London's streets, including an aim for 80% of all trips to be made on foot, by bike, or using public transport by 2041.
Micro-logistics hub	A small-scale neighbourhood facility designed to collect deliveries or packages for further last-mile delivery to individual consumers. These facilities are also known by the terms "micro-consolidation centre" and "micro-distribution centre".
Neighbouring boroughs	The neighbouring boroughs of Camden are those that share a boundary with it: Brent, Westminster, Islington, Barnet, Haringey, and City of London.
NOx/ NO2	Nitrogen Oxides (NOx), of which Nitrogen Dioxide (NO2) is one, are a group of harmful air pollutants formed during the combustion of fossil fuels.
P2Ws or PTWs	"P2Ws" or "PTWs" refers to motorized vehicles with two wheels, including motorcycles, mopeds, and scooters
PMs/ PM2.5/ PM10	Particulate Matter (PMs), including PM2.5 and PM10, are harmful air pollutants that can cause serious health impacts to people upon exposure. They are classified based on the size of the particles: 2.5 micrometres diameter (PM2.5) and 10 micrometres diameter (PM10).
Strategic Road Network (SRN)	Strategic Road Network comprises England's most used network of major motorways and trunk roads, which are managed by the National Highways.



Sustainable procurement charter	A formal policy statement led by an organization, co-signed by other partners (typically suppliers), that outlines a commitment to follow environmentally sustainable practices in delivering a service or a contract.
Time-banded waste pick up	This is a practice of restricting waste collection to specific hours in different neighbourhoods to reduce street clutter, optimise collection routes, reduce congestion, and overall minimise environmental impacts
Traffic Dominance	Traffic dominance refers to the domination of motor vehicle traffic on roads over more sustainable modes, such as walking, cycling, and public transport, leading to increased road danger, emissions, and congestion.
Transport Assessment (TA)	Transport Assessment is a plan submitted by the developer to the council to identify potential transport impacts of a new development to the neighbourhood and steps to mitigate them.
Transport for London Road Network (TLRN)	Transport for London Road Network is the network of roads in London that is directly managed by Transport for London.
Ultra Low Emission Zone (ULEZ)	Ultra Low Emission Zone is a boundary or area in central London within which non-compliant vehicles are subject to a charge based on the emission standards set for their vehicle and emission type.
Van-sharing	Van sharing is a system of sharing one or a fleet of delivery vans among multiple businesses or suppliers to reduce vehicle costs and enable efficient use of resources.
Vision Zero	Vision Zero is a multi-national goal of eliminating fatal and serious road casualties.



Freight and Servicing Action Plan

Appendix B

The Freight and Servicing Context of Camden

June 2024



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1. INTRODUCTION

- 1.1. This appendix complements Camden's Freight and Servicing Action Plan. It provides a clear and in-depth discussion on the borough's transport context: general background, policies, evidence, and challenges.

2. CONTEXT

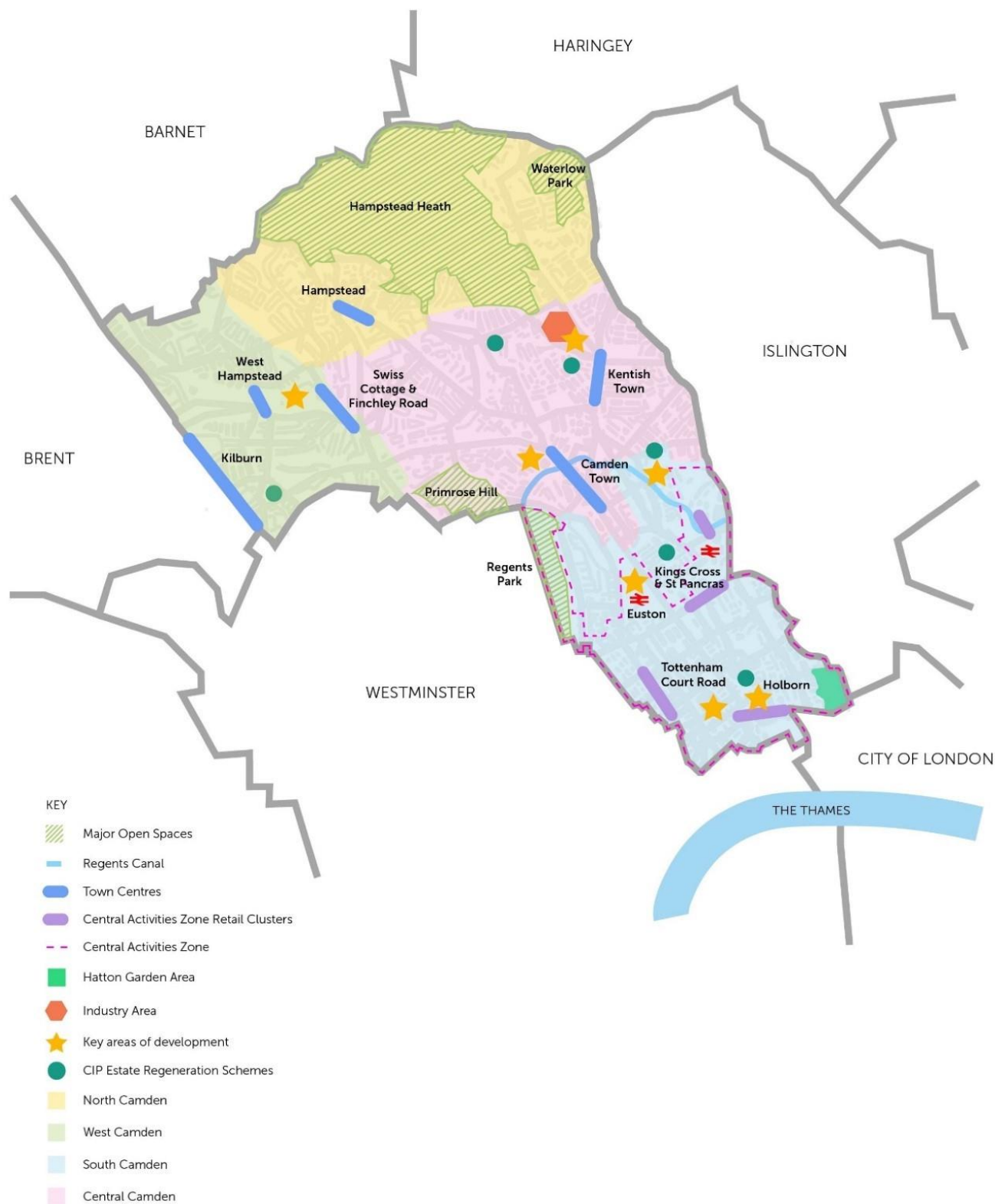
- 2.1. There is significant demand for freight and servicing in Camden. The borough has a resident population of [216,900](#). Camden's importance as a centre for employment, leisure, tourism, education, and healthcare means that significant numbers of people visit the borough every day, causing the daytime population to almost double to nearly half a million people – the second highest in London after Westminster.
- 2.2. Camden has several key entertainment destinations, including Theatreland, museums, as well as the attractions of Covent Garden, Camden Town, and the West End. Three major hospitals are located in Camden: University College London Hospital (UCLH), the Royal Free in Hampstead, and Great Ormond Street Hospital. There are also two universities: the London University and University College London.
- 2.3. Camden is also home to the [second highest](#) number of businesses in London (after Westminster), and the third highest in the UK. The majority (nearly 86%) of Camden's businesses are small and independent, employing fewer than 10 employees and with many categorised as 'sole traders.' These generate a high number of smaller deliveries, adding to overall pressure on roads across the borough.
- 2.4. It is anticipated that demand for freight and servicing will continue to [increase](#) across London and in Camden, partly driven by population and job growth. The Borough's population is predicted to grow by [4.4%](#) between 2023 and 2033 accompanied by an increase in employment. It is projected that Camden will add 60,000 jobs, an [increase by 15%](#), between 2021 and 2041. This suggests more deliveries, freight, and servicing, and increased pressure on the road network.
- 2.5. However, the demand for freight and servicing varies across the borough both by type and intensity and is influenced by a complex multi-modal transport network. While the north of the borough is mainly residential with large areas of green space, such as Hampstead Heath, Regent's Park and Primrose Hill, there are also town centres and other key destinations. Local high streets at Camden Town, Kentish Town, Finchley Road, Hampstead, and Kilburn High Road require high levels of freight and servicing provision. The Royal Free Hospital, just south of Hampstead Heath, is another high-demand node for a range of goods and services, including medical supplies, most of which is likely to be time-critical.
- 2.6. The southern part of the borough sits in the economic heart of central London and is a key part of the Central Activities Zone (CAZ). This includes significant employment, commercial, and leisure complexes, such as those at King's Cross,



Holborn and Tottenham Court Road and West End.

- 2.7. Although demand for resident parking is lower in the south of the borough compared to the north due to lower car ownership, demand on kerb space is far more intensive and varied. Motorcycle bays, electric vehicle charging bays, dockless bike and e-scooter hire bays, car club bays, bus stops and stands, coach parking, paid for and disabled blue and green badge parking, on-carriageway cycle parking, and taxi ranks, to name a few, all compete for limited kerb space with loading and deliveries for the numerous shops and attractions along often narrow streets.
- 2.8. The 'knowledge quarter' is in the southern part of the borough too and encompasses University College London (UCL), the British Library, and the British Museum. University College Hospital and St. Pancras Hospital constitute additional key hubs for delivery and servicing activities in this area. There are other commercial hubs such as Farringdon and Hatton Garden.
- 2.9. The draft new Local Plan seeks to direct development to the growth areas around King's Cross, Euston, Tottenham Court Road, Holborn, West Hampstead, and Kentish Town and to the town centres of Camden Town, Finchley Rd/ Swiss Cottage, Kentish Town, Kilburn High Road, and West Hampstead. It also supports estate renewal schemes delivered through the Council's Community Investment Programme. The Plan allocates sites where development is expected to come forward to deliver new homes, jobs, open space, health and community facilities, leisure, retail and recreation opportunities, together with necessary infrastructure.

Figure 1: Land use and growth areas in Camden





- 2.10. There are many areas in the borough that have a thriving night-time economy, especially the West End and Camden Town, without defined 'off-peak period', when streets could be less busy.
- 2.11. Freight movements are also influenced by Camden's Road network: Camden's road hierarchy designates routes in the borough according to their strategic importance and traffic levels. Some of the most strategically important routes are managed directly by Transport for London (TfL) as 'red routes' (Transport for London Road Network – TLRN). Borough roads which carry high volumes of motor traffic are designated as being part of the Strategic Road Network (SRN). Freight traffic relies on such arterial routes to deliver to high streets which are themselves very busy with competing demands on the street.
- 2.12. Camden hosts one of London's key rail freight arteries; the North London line provides a route from east coast ports like London Gateway and Felixstowe and through London to the Midlands and the Northwest. Rail freight has to be offloaded elsewhere and brought to the area by road. Existing rail freight facilities are located just beyond the boundaries of Camden, such as the Ferme Park yard in Hornsey or the Royal Mail's Princess Royal distribution centre at Stonebridge Park.
- 2.13. The recently completed Elizabeth Line is bringing thousands more people within reach of Central London and job and leisure opportunities on the alignment, particularly at Tottenham Court Road. And Euston is currently seeing the development of a new High Speed terminal station which is set to become an area of significant growth as the remodelled station will offer a new and wider range of housing and commercial/retail development.
- 2.14. The Regent's Canal passes through the middle of Camden and has access points to the river Thames at Limehouse in the east and Brentford in the west. However, the width of the canal and dimensions of locks restrict larger vessels from being used here, and at present only supports smaller deliveries.
- 2.15. Areas south of Euston Road fall into the Congestion Charge Zone (CCZ), while the entire Borough within the Ultra-Low Emission Zone (ULEZ) and Low Emission Zone (LEZ); both bring environmental benefits to the borough.

3. POLICY CONTEXT

National policies

- 3.1. The Department for Transport released the [Future of Freight: a long-term plan](#) in 2022 to identify a strategic direction and key priorities in the freight and logistics sector in collaboration with the industry. The plan aims to make the sector more efficient, reliable, resilient, environmentally sustainable, and valued by society. To that end, it highlights challenges and actions in five priority areas: national freight network, transition to net zero, planning, people & skills, and data & technology.



- 3.2. The Department for Transport released [Decarbonising Transport: Setting the Challenge](#) in 2020, followed by [Decarbonising Transport: A Better, Greener Britain](#) in 2021, to set out the scale of emission reductions needed to achieve the legally binding national carbon budgets. The most recent plan released in 2021 highlights commitments, actions, and timings for achieving multimodal decarbonisation in the transport sector, including delivering a zero-emission freight and logistics sector.
- 3.3. In 2020, the UK Government set out its [Gear Change strategy](#), a national vision for walking and cycling. One of the key themes is 'better streets for cycling and people' to be achieved through reallocation of street space and rolling out 'Low Traffic Neighbourhood (LTN) and 'Mini-Holland' style schemes. This approach signals further pressure on freight vehicles as competition for limited carriageway and kerb space continues to rise while opportunities for access declines.

Regional policies

- 3.4. [The 2021 London Plan](#) is a spatial development strategy which sets out long-term development plans for promoting economic and social development. This includes the development of thousands of new homes which will generate significant freight and servicing traffic both during construction and after to meet the increased demand for goods and services from the growing residential population.
- 3.5. [The Mayor's Transport Strategy \(MTS\) 2018](#) sets out an overarching aim to create Healthy Streets – streets where more people walk and cycle and use public transport. The aim is that 80% of all journeys in London will be made on foot, by bike, or public transport by 2041 along with a corresponding decrease in motor vehicle use to address pollution, carbon emissions, road danger, congestion and delays, inactivity and noise. This includes a strategic target to reduce the number of vehicle kilometres driven on London's roads and to reduce the number of freight vehicles entering the congestion charge zone in the morning peak.
- 3.6. The [Mayor's Healthy Streets approach 2017](#) sets out the following freight-related aims:
 - To encourage a shift away from road vehicles and towards more 'space efficient' modes to tackle road congestion and guarantee reliable deliveries and servicing.
 - To minimise freight trips on the road network including through consolidation measures.
 - To develop new creative solutions for managing freight including more flexible use of London's streets.
- 3.7. [The Mayor's Freight and Servicing Action Plan 2019](#) sets targets for improving safety, cleanliness, and efficiency of servicing and freight across London. Across the city, it aims to reduce the number of lorries and vans entering central London in the morning peak by 10% by 2026, compared to 2016-17 levels. This



means 3,000 fewer servicing and freight vehicles entering the entire Congestion Charge Zone each morning peak. The Mayor's FSAP sets out a range of measures to encourage more sustainable and efficient freight including:

- A focus on raising awareness and knowledge sharing around the impact of deliveries to encourage consumer behaviour change.
- Provision of Efficient Delivery toolkits to help businesses, operators and other organisations implement best practice methods such as retiming deliveries and waste consolidation.
- Promotion of freight consolidation to support safe, clean, and efficient freight by funding demonstrator projects and upscaling instances of successful implementation.
- Working with boroughs to update access/loading regulations and finding ways to increase efficiency at the kerb side.
- Providing clear information and guidance on restriction and regulations for drivers and operators

3.8. [**London Rail Freight Strategy \(2021\)**](#) sets out a high-level approach to accommodating London's rail freight requirements and growth over the next thirty years. This long-term strategy, put forward by Network Rail, highlights measures to increase rail capacity, better maintain rail infrastructure, and improve existing facilities as well as funding opportunities to support that growth.

3.9. [**Cargo Bike Action Plan \(2023\)**](#) – this plan by TfL highlights opportunities to reduce van kilometres by increasing the uptake of cargo bikes to achieve Mayor's goal of 80 percent of journeys by walking, cycling, and public transport by 2041. It sets out a range of actions to manage growth, infrastructure, and capacity, enhance safety, and facilitate behaviour change.

Local policies

3.10. [**The Camden Transport Strategy \(CTS\) 2019**](#) aims to deliver MTS objectives and targets. It similarly prioritises sustainable, healthy, active travel and a shift away from inessential motor vehicle driven trips in order to address the multiple transport challenges of pollution, carbon emissions, road danger, congestion and delays, and inactivity which, if left unchecked, will be exacerbated by growth. These aims are presented through seven key objectives:

- **Objective 1:** To transform our streets and places to enable an increase in walking and cycling.
- **Objective 2:** To reduce car ownership and use, and motor traffic levels in Camden.
- **Objective 3:** To deliver a sustainable transport system and streets that are accessible and inclusive for all.
- **Objective 4:** To substantially reduce all road casualties in Camden and progress towards zero killed and seriously injured (KSI) casualties.
- **Objective 5:** To reduce and mitigate the impact of transport-based emissions and noise in Camden.
- **Objective 6:** To deliver an efficient well-maintained highways network and kerb-side space that prioritises the sustainable movement of goods and



people.

- **Objective 7:** To ensure economic growth and regeneration is supported by, and supports, a sustainable transport network.

- 3.10.1. The CTS also commits to developing a FSAP to identify measures to reduce freight/delivery trips by motorised vehicles and their negative impacts, working in partnership with Business Improvement Districts (BIDS) and landowners.
- 3.11. [Camden Local Plan \(2017\)](#) – sets out the Council’s planning and strategic development policies over the plan period from 2016 to 2031. Policy T4 (Sustainable movement of goods and materials) specifies encouraging canal, rail, and bicycle transport, protecting existing waterborne and rail freight traffic, and promoting freight consolidation facilities. At the time of writing this, a new local plan is being drafted for Camden. The new plan includes policy on promoting sustainable transport of goods, services, and materials, including supporting cycle freight, mode-shift to rail and water-based transport, freight consolidation, and updating planning requirements to better plan for deliveries and servicing in local neighbourhoods.
- 3.12. Camden’s [We Make Camden Plan \(2021\)](#) aims to develop a strong, sustainable and inclusive local economy. This has clear implications for cultivating a sustainable and efficient freight system as the lifeblood of the local economy. It implies that freight and servicing should not only help to improve the quality of people’s lives, meet Camden’s needs for growth, help businesses thrive, but also be efficient, making the most sustainable use of limited resources, and help deliver our Clean Air Action Plan and Climate Action Plan.
- 3.13. The We Make Camden plan builds on the vision set out in [Our Camden \(2025\) Plan](#) that was originally developed in 2018. It emphasises the imperative for creating sustainable places, safe and open communities, as well as strong growth in jobs and housing provision.
- 3.14. [Camden’s Climate Action Plan 2020–2025](#) sets out a vision for achieving net zero carbon by 2030. Transport accounts for nearly a quarter of London’s greenhouse gas emissions and is the second biggest contributor to Carbon Dioxide (CO₂). CO₂ is a key driver of the climate crisis and global heating, threatening human health and livelihoods through extreme weather incidents, such as heatwaves, drought, flooding as well as hindering access to clean water and food security. While London’s greenhouse gas emissions have been falling, it is not enough to avoid the worst impacts of climate change. Camden declared a Climate Emergency in 2019 and convened a Citizen’s Assembly to help prepare the CCAP, and key actions to address the emergency:
 - New planning frameworks should be zero carbon. This means that carbon emissions from freight, servicing and construction activity in new developments need to be carefully considered.
 - Roll out of EV charging points creates more opportunities for electric-powered freight vehicles to be operated across the borough.
 - Closure of Camden High Street to traffic highlights challenges around maintaining efficient freight operations

- 3.15. Camden has recently published a new [Clean Air Action Plan 2022-26](#) in conjunction with a longer-term [Clean Air Strategy \(2019-34\)](#). Air pollution is the largest environmental threat to public health in the UK. In response, in 2018, Camden became the first borough to adopt the World Health Organisation (WHO) air quality guidelines which, at that time, set stricter targets for Particulate Matter (PM2.5) than UK legal limits. Since then, in 2021, WHO has revised its air quality guidelines with new lower limits for PM2.5, PM10 and NO2. Camden has followed suite with a commitment to achieve these revised limits borough-wide by 2034 and which are reflected in the new Clean Air Action Plan and Strategy.
- 3.16. [The Camden Future High Streets Programme 2021](#) sets out steps to support the regeneration of our High Streets, and particularly a robust recovery from the pandemic. Target areas include creating sustainable and accessible high streets, incentivising active travel and reducing air pollution. Managing how servicing and freight vehicles move, load and unload in these spaces, as well as taking steps to curb air pollution from freight vehicles will be essential to delivering these outcomes.

4. ANALYSIS OF FREIGHT IN CAMDEN

- 4.1. Over [half a million](#) freight vehicles enter London every day; nearly 80,000 enter Camden (Camden screenlines 2019). Most of the HGV use is construction related: construction rates have increased by 46% in the last 5 years to provide the homes and jobs to support a growing population. It is likely that construction will continue around the growth areas (Figure 1) and HS2 works.
- 4.2. [About 80%](#) of all freight vehicles in London are LGVs; in Camden, this is over 85% (Camden screenlines 2022) and represents approximately 66,500 (average) vehicles a day between 2011 and 2019.

Figure 2: Freight and servicing vehicles mode share in Camden

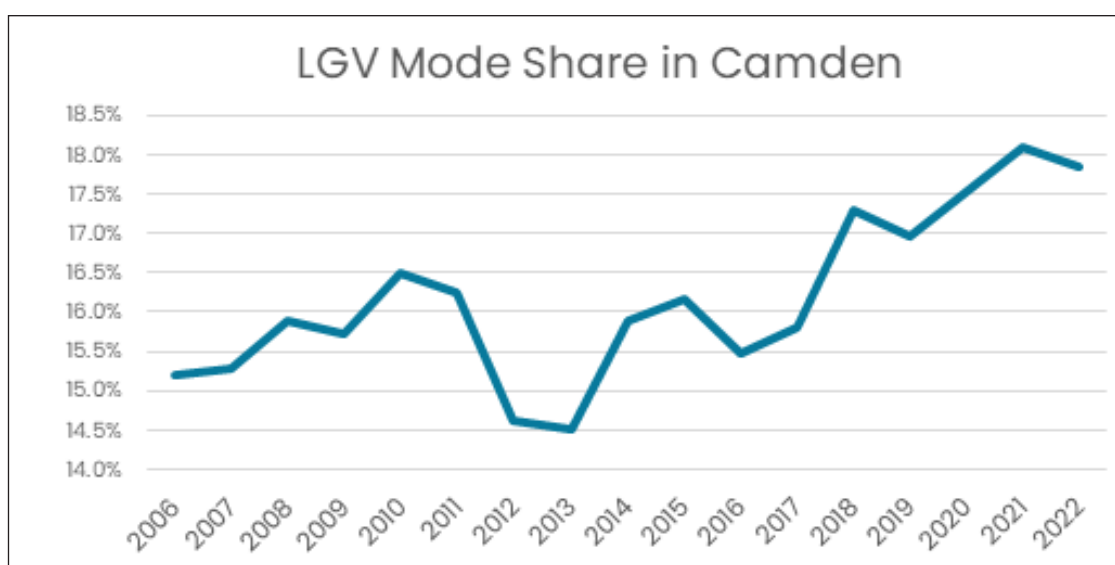


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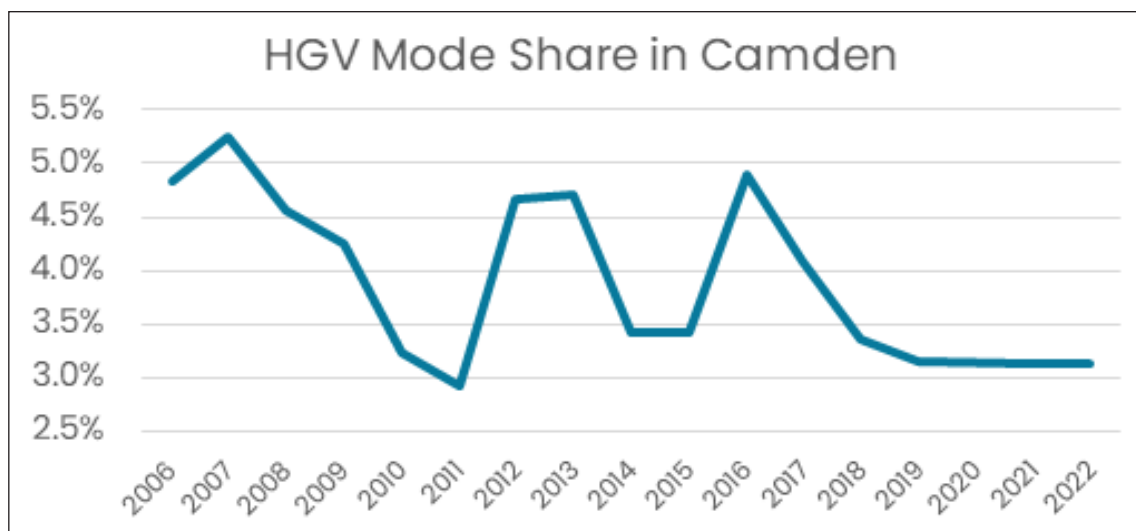


Figure 3: Mode share for HGVs and LGVs in Greater London, 2013 – 2020

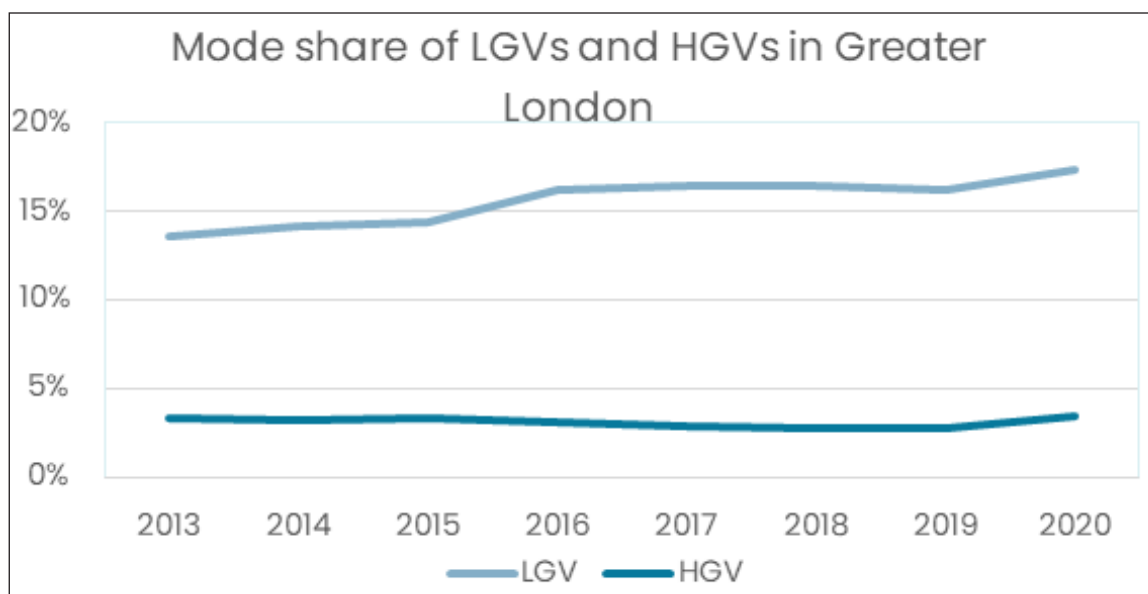


Figure 4: Camden LGV and HGV counts (annual screenlines, 2022)

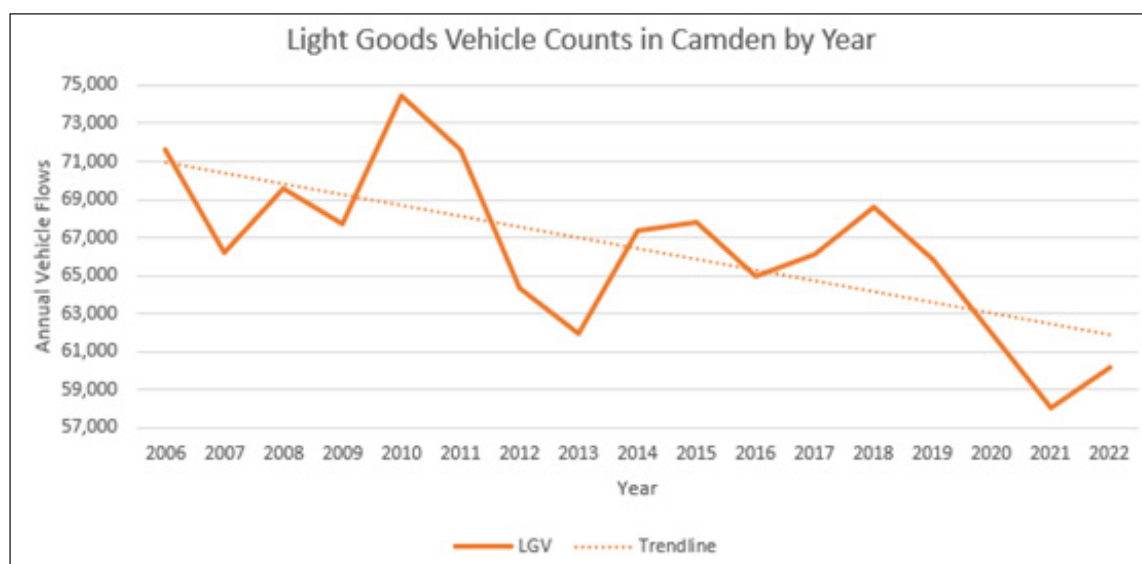


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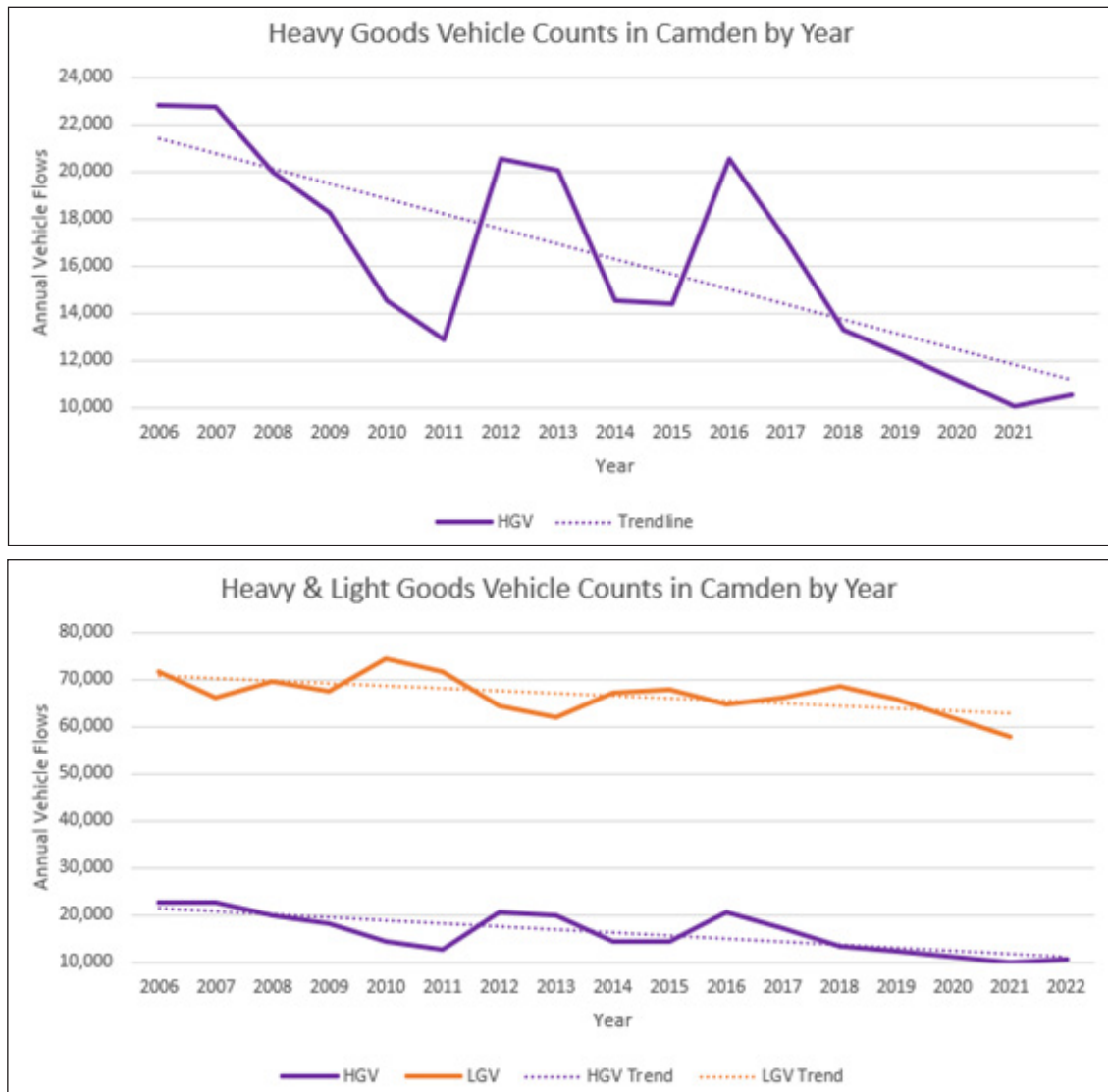
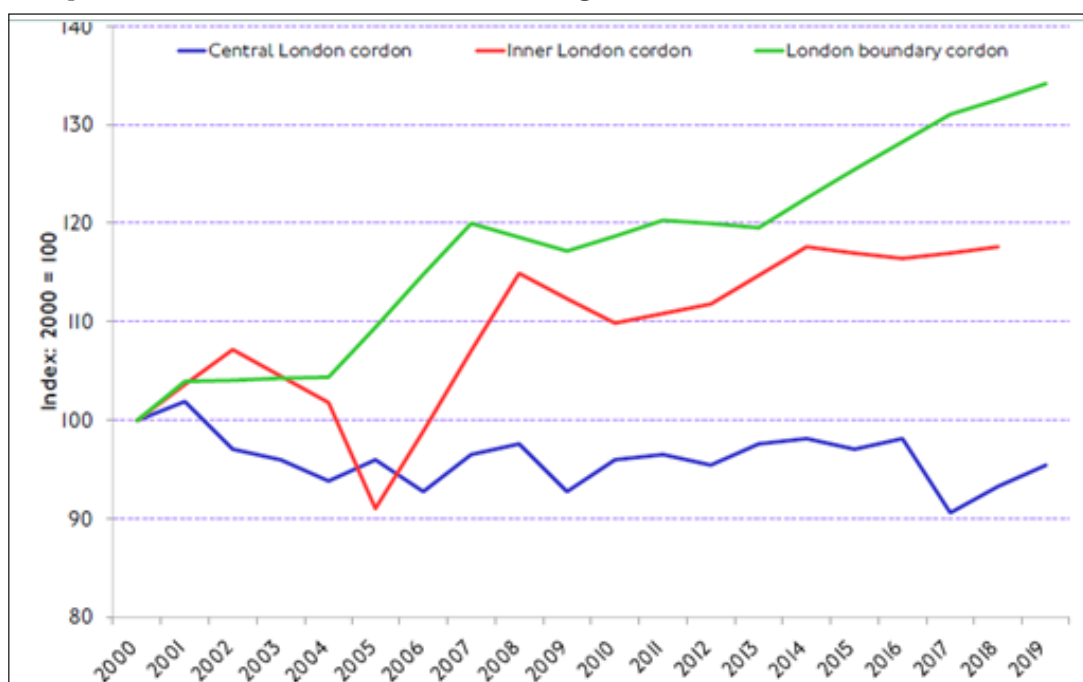
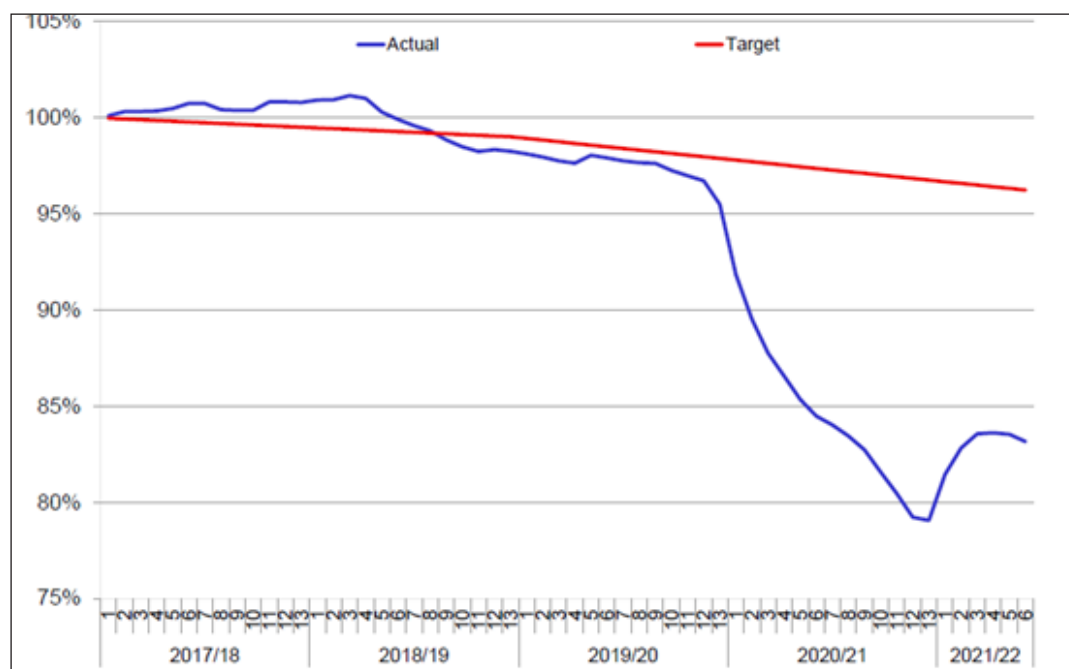


Figure 5: Daily number of LGVs across strategic London cordons 2000–19¹

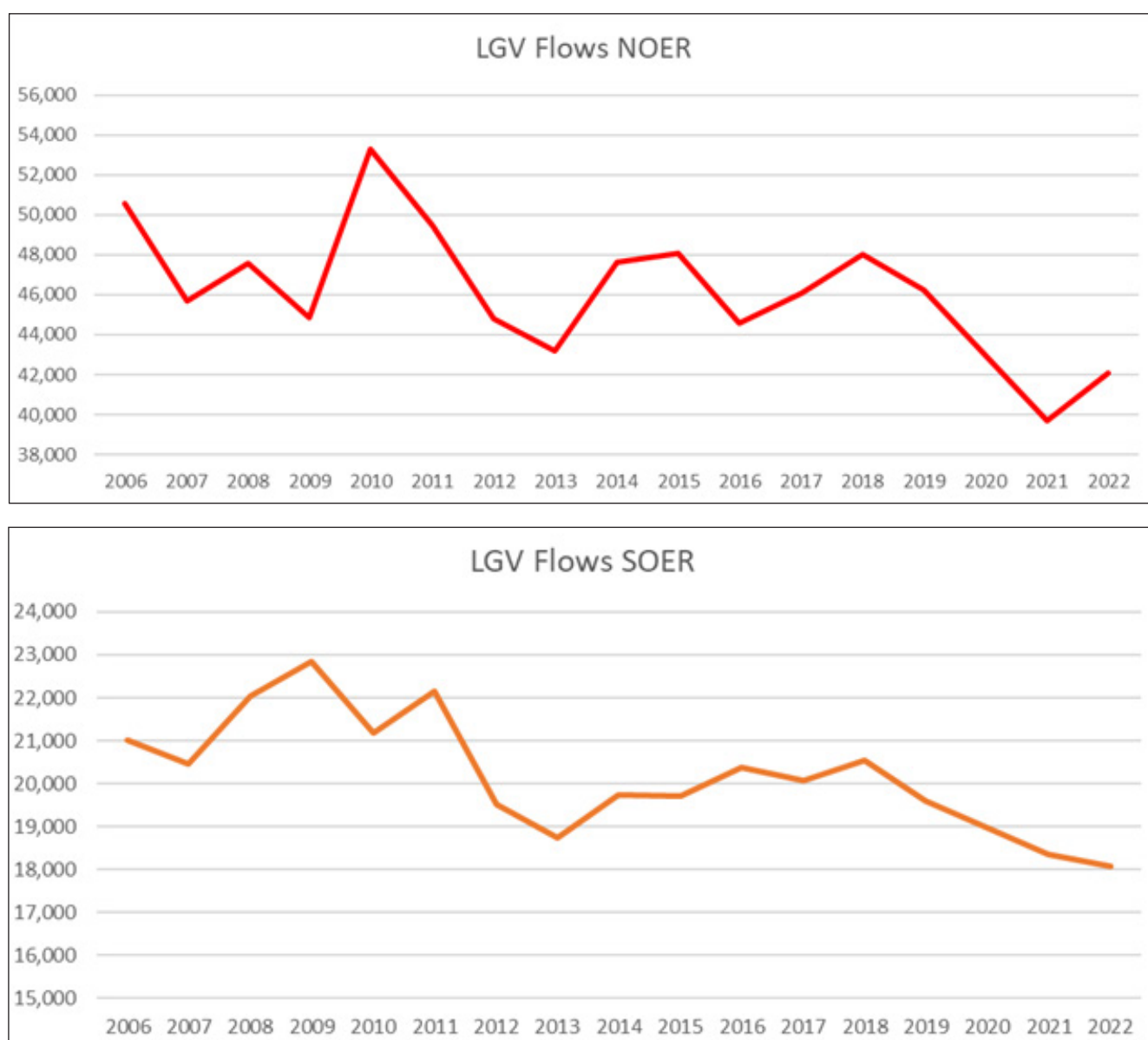


¹ Travel in London Report No 14, TfL 2021

Figure 6: Freight vehicles entering the Congestion Charge zone relative to 2016, 13-period moving average, 2017/18–2021/22²



- 4.3. While the mode share of HGVs in Camden has remained relatively constant over the last decade at 3–4% of total traffic flow, mode share of LGVs has been rising steadily, reaching a peak in 2021, during the pandemic (Figure 2), when few other journeys were being made.
- 4.4. However, data on actual numbers of freight and servicing vehicles paints a very different picture, particularly for LGVs as shown in Figure 4. Actual numbers of both LGVs and HGVs have been declining in recent years and reached their lowest levels in 2021 – even as mode share reached its highest – and continued the previous pre-pandemic low in 2019.
- 4.5. Similar downward trend can be seen in data for central London. Figures 4 to 6 show not only that LGV levels are much lower in Central London compared to Inner and Outer London, but also that there has been a downward trajectory in LGVs both in Camden and in Central London for some time. This is also reflected in more recent data for London from TfL (Figure 6), which shows that total freight levels also dropped off significantly in the Congestion Charge zone during 2020–21. While this graph shows data for all freight vehicles, as noted above, LGVs make up the largest proportion by far of all freight and servicing vehicles. So it can be assumed that LGVs reduced significantly during this time.
- 4.6. There was an uptick in both HGV and LGV vehicle volumes in 2022, but these are still far below pre-pandemic levels. While vehicle numbers present a clearer picture on freight trends in Camden (and London), mode share indicates that LGVs play an increasing role in congestion based on Passenger Car Units (PCUs).

Figure 7: LGV traffic flow north and south of Euston Road

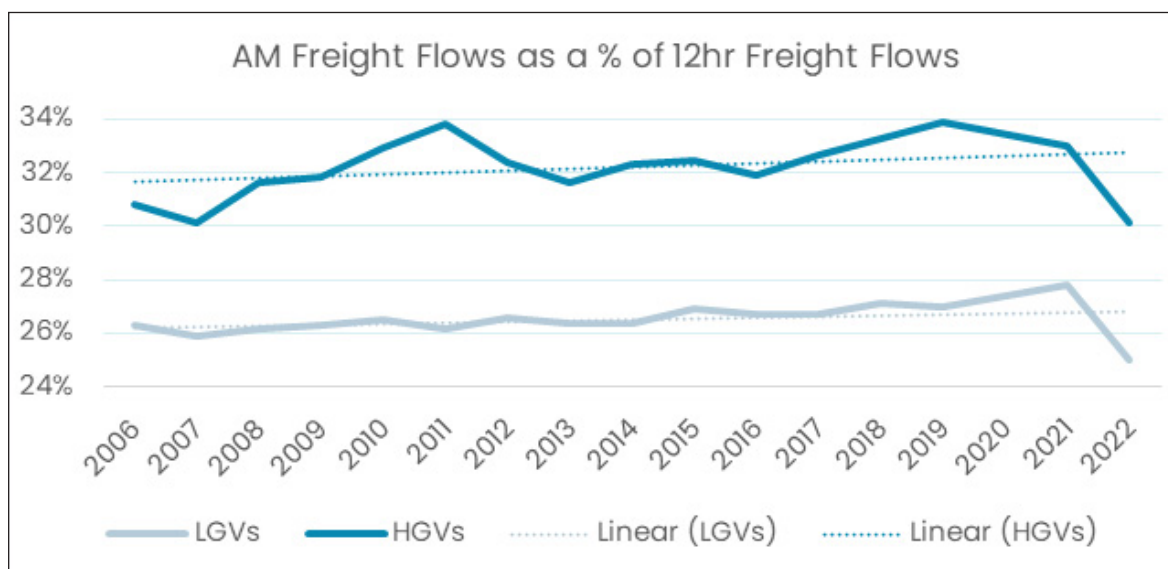
- 4.7. Whilst in aggregate, LGV numbers have fallen across the borough, there is likely to be a big difference across the borough due to different land uses between the south and north of the borough. The analysis of Camden's screenline data demonstrates there is a differential in LGV use between the northern and southern parts, as shown in Figure 7. While the general trend is a decrease in LGVs both parts, the number of LGVs is much higher north of Euston Road compared to the south. Without detailed data on specific LGV use, it is difficult to draw robust conclusions on the reasons for this difference. It is possible that this differential may be due to a higher prevalence of e-commerce in residential areas in the north; however, this has to be considered within the context of other pressures such as ULEZ and the congestion charge, which act as a brake on motor traffic flows south of Euston Road.

Morning peak freight flows

- 4.8. The Mayor of London has set a strategic target to reduce the number of freight vehicles entering the central congestion charge zone by 10% by 2026 based on

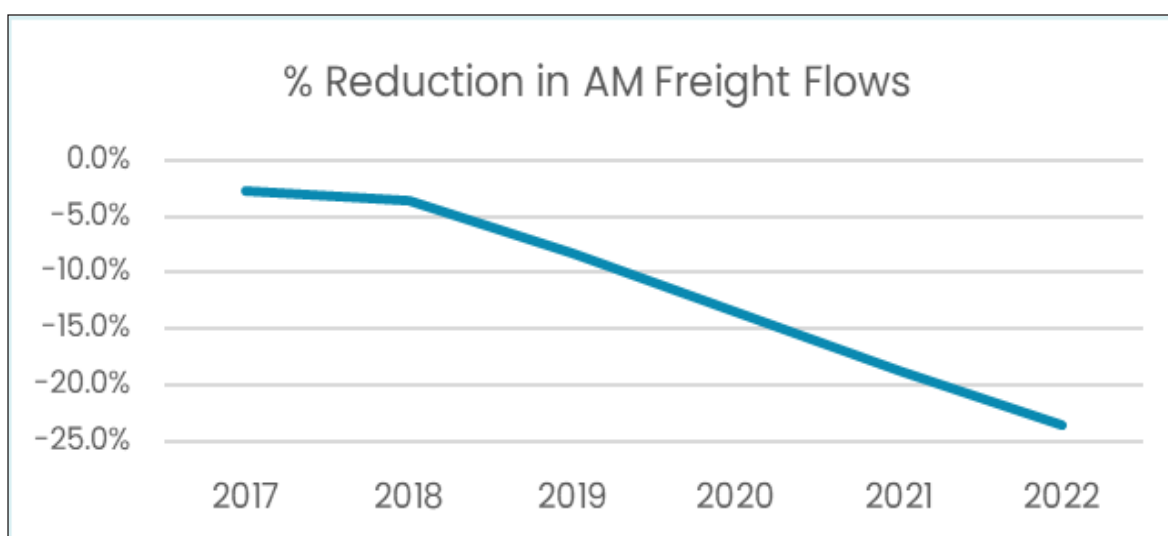
a 2016 baseline. Approximately 27% of all freight vehicles enter Camden during the 7 am to 10 am morning peak (average of 2012–2022) in comparison to approximately 22% for Central London (TfL).

Figure 8: Morning peak freight flows (7am to 10pm)



It is important to note, however, that Camden data is based on 12-hour flows (7am to 7pm) compared to 24-hour flows for TfL analysis. Disaggregated data for LGVs and HGVs (Figure 8) shows that about 26% of LGV traffic and 32% of HGV traffic enters during the morning peak, although the latter represents far smaller numbers. Of interest is that the proportion of all freight traffic entering Camden in the morning peak has remained relatively constant over the last decade.

Figure 9: Percentage reduction in morning peak freight flows (7am to 10am)





- 4.8.1. The peak of nearly 28% of all traffic flows in 2021 is likely to reflect the significant reduction of all types of other vehicles during pandemic lockdowns, particularly private car use as people stayed home. However, as total traffic levels recovered in 2022, the proportion of LGVs in the morning peak decreased – also to its lowest proportion.
- 4.9. In terms of actual numbers, despite an uptick in LGV and HGV numbers entering Camden in 2022 during the 12-hour period, LGVs entering Camden in the morning peak have decreased by over 23% since 2016 and reached their lowest levels in 2022 (Figure 9). Sustaining this trend over the long term is key to contributing to the Mayor’s target of 10% reduction by 2026.

Drivers of freight

- 4.10. Construction is a major factor when considering freight and servicing. Boroughs within the Congestion Charge Zone account for two thirds of all construction sites and about 80% of total build size. And while construction is mostly associated with HGVs, LGVs are also prominent in the sector: it is thought that for every HGV required for a construction site, 11 LGVs are needed too, particularly for construction servicing.
- 4.11. A TfL report (Key Drivers of Freight Demand, TfL 2019) notes that the main source of demand for freight and servicing in Central London is office space. For every 10% increase in office floor space, freight vehicle kilometres could increase by 6.3%. It is estimated (TfL, 2019) that between 200,000 and 400,000 office-based deliveries take place each day in London. TfL proposes that servicing of, and freight delivery to, offices is the least efficient freight-inducing land use, resulting from many uncoordinated services and deliveries along with difficulties of accessing delivery and loading bays. Improving the efficiency of freight and servicing to office space would have the single biggest impact on reducing freight kilometres driven through three key actions:
- Improved coordination
 - Routing and data sharing (see Mayor’s FSAP)
 - Delivery and Servicing Plan Guidance to improve efficiency (examples include consolidation across companies sharing a building, mode shift for last-mile, and retiming of deliveries)
- 4.12. It may be assumed that the recent growth in e-commerce would result in increased number of LGVs and mileage on the road. However, as Figures 4 to 6 illustrate, this is not the case in Camden or central London. The data shows that e-commerce grew rapidly during the pandemic. For retail alone, online sales as a percentage of total retail sales jumped from 18% to 37% by January 2021 in London. However, contrastingly, LGV numbers fell dramatically in Camden and in central London. Although it is important to note that Camden locations outside the central congestion charge zone may have experienced comparatively much higher LGV flows than within the zone.
- 4.13. This is not to say that future LGV growth driven by e-commerce is not a challenge. First, population growth in itself drives demand for goods and services– both an increase in quantity and in variety. Additionally, the more



recent shift in consumer preferences to online shopping, servicing (e.g. laundry services and dry cleaning) and shorter delivery times, naturally creates additional demand for LGV use and increased freight mileage. Freight growth, including increase in LGVs, is happening as more companies move online and race to maintain their competitive edge, offering next-day deliveries, free deliveries, and late cut off times to place orders. All of these tactics reduce opportunities for limiting freight movement and consolidation.

- 4.14. Returns of items bought online is another issue, as well as failed delivery rates (when deliveries cannot be completed), resulting in multiple delivery attempts. There is often no cost to the consumer to order multiple versions of an item and return the unwanted ones. Influencing both the supply and demand side of e-commerce presents a significant challenge to improving freight and its contribution to CTS objectives.
- 4.15. At the same time, the parcel carrier sector is rapidly expanding with numerous new operators entering the market in the recent years to take advantage of the rise in e-commerce. This in turn is pushing the price of parcel delivery down as carriers offer 'free' or next-day deliveries to businesses to gain a competitive advantage. The increase in the number of vehicle journeys needed to support the sector in turn has increased pressure on the public highway– both in terms of traffic flow and congestion and demand for kerbside use. [Journey time reliability has decreased significantly](#) in recent years and it is worse in Central London. Lack of available kerbside space means that drivers have to park further away from delivery points, spending more time on foot to deliver.
- 4.16. As a result, carriers are finding it increasingly difficult to cover their costs – as their delivery prices to retailers decrease but operational costs increase. However, this does offer opportunities to influence parcel delivery to make it more efficient, including completing last-mile deliveries by cargo bike or foot portering. These options will become more attractive to carriers, especially if it helps them reduce their operational costs.
- 4.17. Food delivery companies grew significantly during the pandemic, delivering take-away meals through online platforms replacing traditional in-person collection. Even before the pandemic, in 2019, third-party food delivery platforms could be attributed to an additional [900,000 meals](#) (4% increase) purchased from restaurants. The evidence also shows that third-party platforms have significantly improved the economic position of the restaurant sector, increasing turnover and profits, and reshaping the supply chain. This means that not only are traditional outlets using such platforms to diversify and increase revenue streams, but it has also generated a new type of 'kitchen only' (or dark-kitchen) delivery-focused outlets, allowing existing restaurants to expand and reach new customers beyond their local area.
- 4.18. Most take-away meal deliveries are now made on P2Ws, and to a lesser extent on bicycles and e-bikes. P2Ws support the restaurant and hospitality industry and are crucial to ensuring seamless on-time freight and deliveries in Camden. They, however, are vulnerable to road casualties due to a complex range of factors. They also place additional demands on street/kerbside space and contribute to motor vehicle emissions. For those reasons, measures focused

on improving safety for P2W riders as well as shifting some deliveries, where feasible, to bicycles/e-bikes is an important consideration.

- 4.19. Automatic Traffic Counter (ATC) data shows that the trend for night-time P2W use has been increasing for some time: for example, late evening/night time motor cycle flows (between 7pm and 7am) increased by 80-110% between 2013 and 2019 at locations measured. More detailed data from our AI traffic monitoring sensors at specific locations around the borough shows that motorcycle use increases dramatically around 8pm onwards, primarily at high street corridors and town centres. For example, motorcycle flows on Kilburn High Road, Kentish Town Road and Haverstock Hill (Figures 10 and 11) all show the same pattern of significant increases in the evening, attributed to evening take-away food deliveries.
- 4.20. Similar to LGVs, data shows there are far greater volumes of motorcycles north of Euston Road which is more residential than south of Euston Road which is dominated by commercial and retail development (Figure 12). However, overall the numbers of P2Ws during the daytime and early evening has dropped significantly in the last decade (Figure 13) as captured in Camden's screenline data covering just the 12-hour period, 7am-7pm.

Figure 10: Motorcycle flows on Kilburn High Road (one day in July 2022)

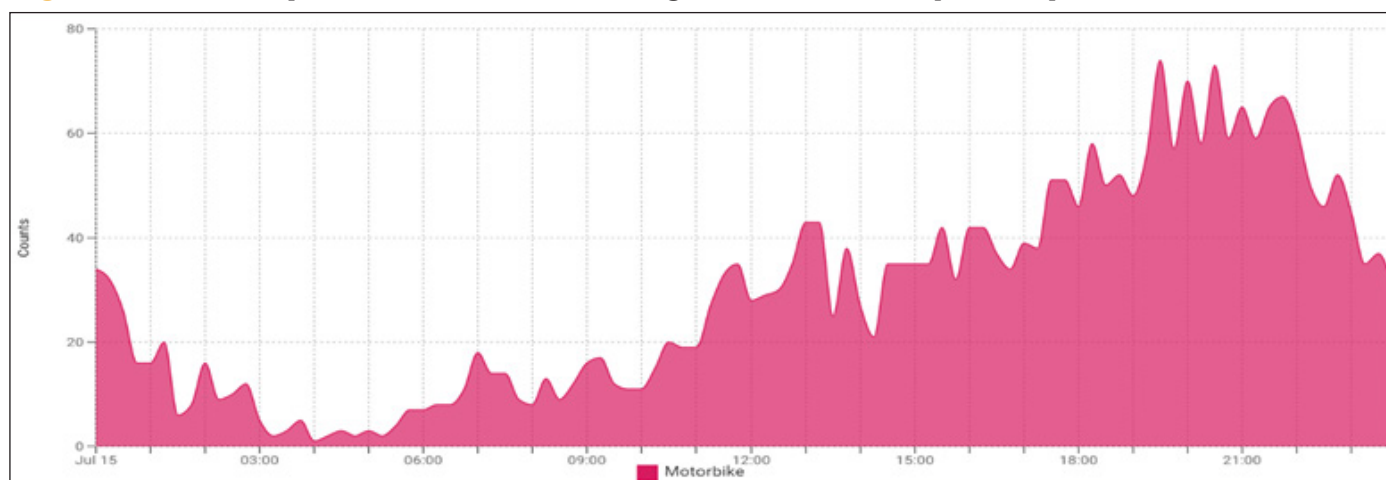


Figure 11: Motorcycle flows on Haverstock Hill (one day in July 2022)

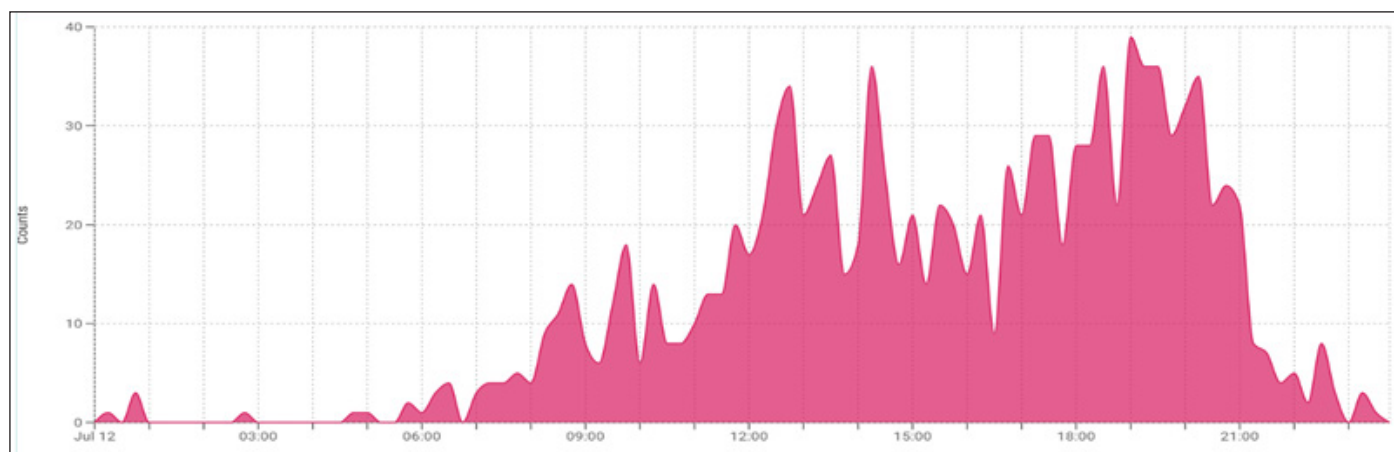


Figure 12: Motorcycle flows north and south of Euston Road (Camden screenline 2022)

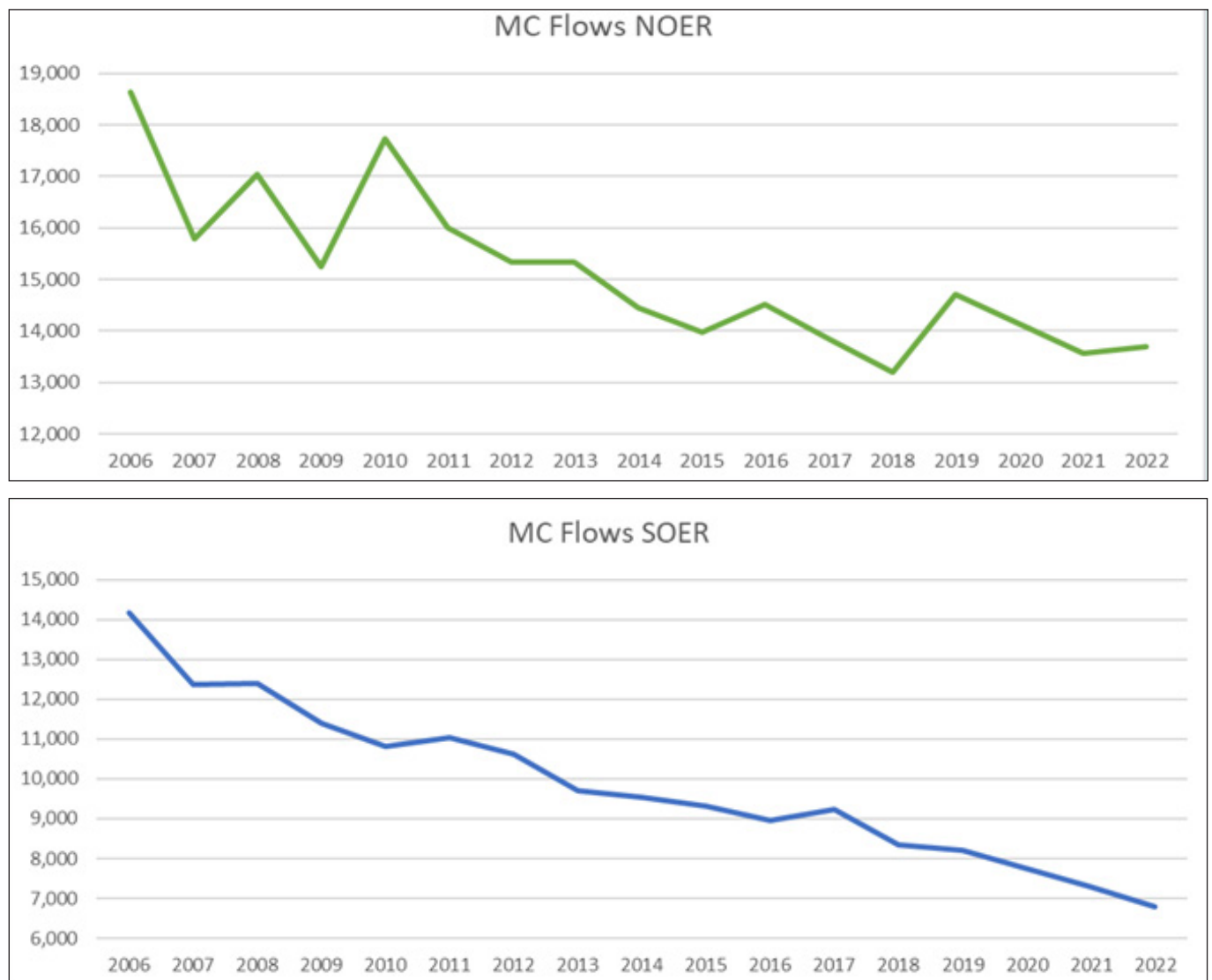
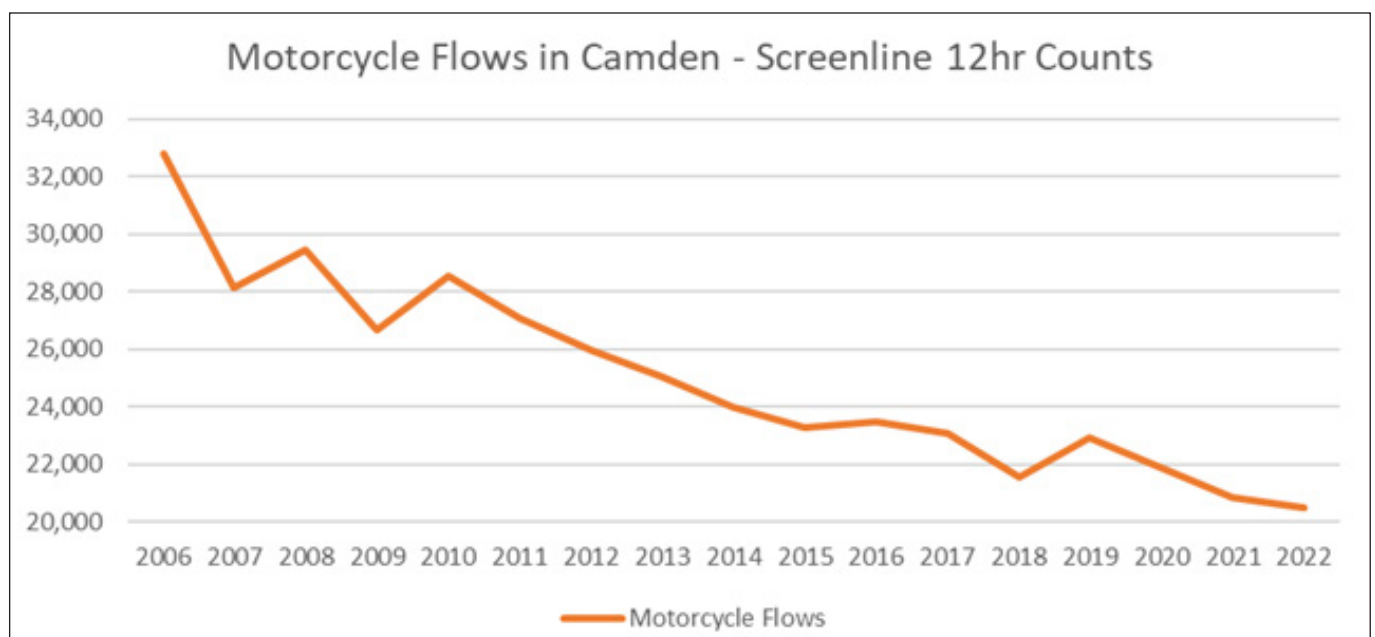


Figure 13: Motorcycle flows in Camden (Camden screenline 2022)

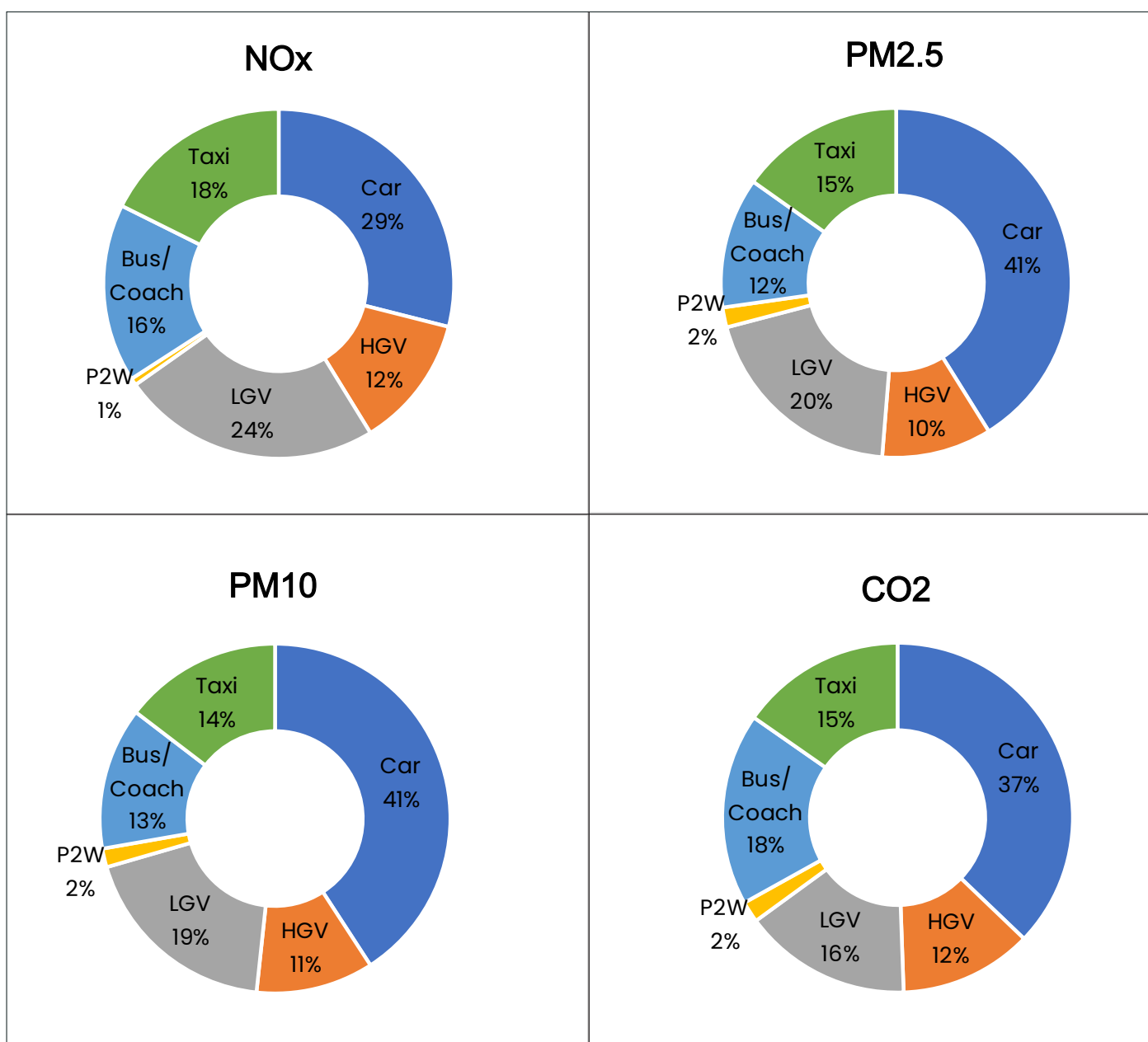


5. CHALLENGES

- 5.1. The freight and servicing sectors face multiple challenges, including intense competition for limited kerb space. This section seeks to understand the sector's contribution to our wider transport challenges as set out in the CTS and other strategies and plans. This will help to identify points of intervention and measures which will deliver Camden's transport objectives and targets.

Air Quality

Figure 14: Emissions from road transport modes³



- 5.2. Poor air quality, particularly from PMs, has dangerous public health implications, contributing to premature death. It is estimated that Camden saw between [99 and 109](#) deaths in 2019 that were attributable to air pollution.

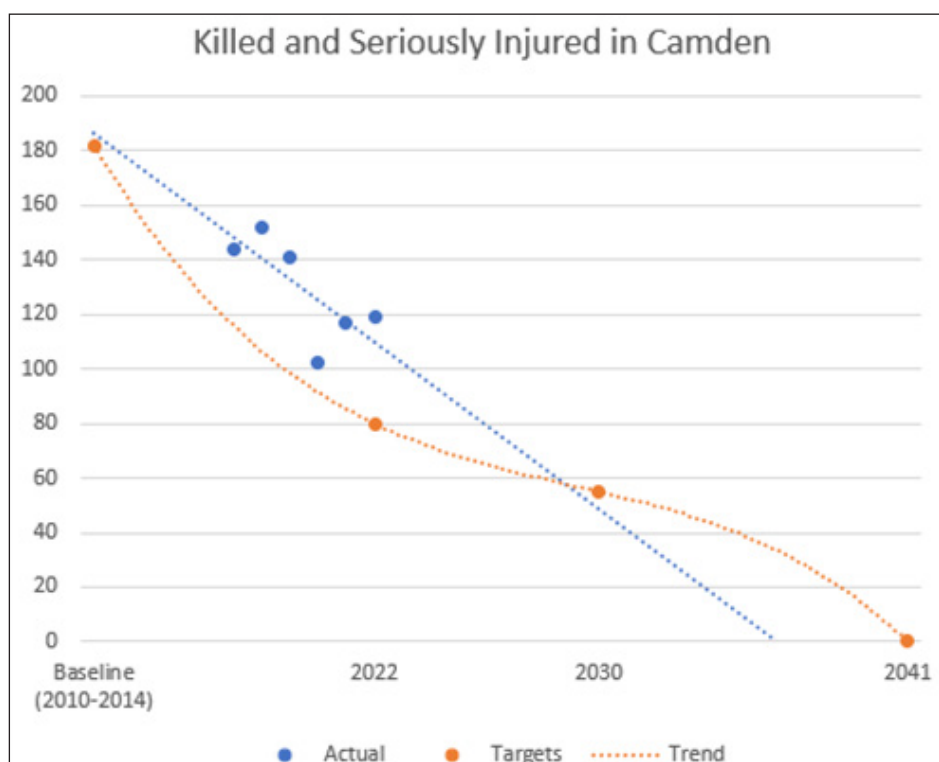
³ LAEI 2019

- 5.3. CTS has a strategic target to reduce Nitrogen Oxide (NO_x) emissions by 95% and Particulate Matter (PM₁₀) emissions by 61% from road transport by 2041 (compared to 2013 data).
- 5.4. Together HGVs and LGVs contribute disproportionately to poor air quality in Camden (36% of NO_x and 30% of PMs from road transport modes) as compared to their mode share. At 28% of total road transport emissions, they also contribute disproportionately to carbon emissions and climate change (Figure 14).
- 5.5. Managing emissions in the freight and servicing sector is, therefore, going to be key for improving overall air quality, health, and life chances of our population and meeting MTS and CTS emissions targets.
- 5.6. Camden [emission data](#) from London Local Air Quality Management (LLAQM) shows a broad downward trend in pollution concentrations across all pollutant types, with some areas performing better than others. Euston Road, Tottenham Court Road, and Camden Road were some of the areas with the highest pollution levels. Despite this, by 2020, concentrations across key locations were either just above or below target levels set by WHO, which may be due to reduced travel during COVID-19 pandemic. The NO₂ concentrations have performed the best compared to WHO targets, while PM_{2.5} concentrations were the highest.

Road danger

- 5.7. Objective 4 of the CTS commits the Council to substantially reduce all road casualties in Camden and progress towards Vision Zero — zero Killed and Seriously Injured (KSI) casualties by 2041. Recent KSI data shows that Camden is on a downward trajectory for KSI and on course to meet this target longer

Figure 15: KSI in Camden



term. However, current data (2022) shows we are well below our milestone interim targets, and the current trajectory shows we will remain so until about 2028 (Figure 15).

Figure 16: Risk of motor vehicles being involved in fatal collisions with people walking and cycling (2015–17)

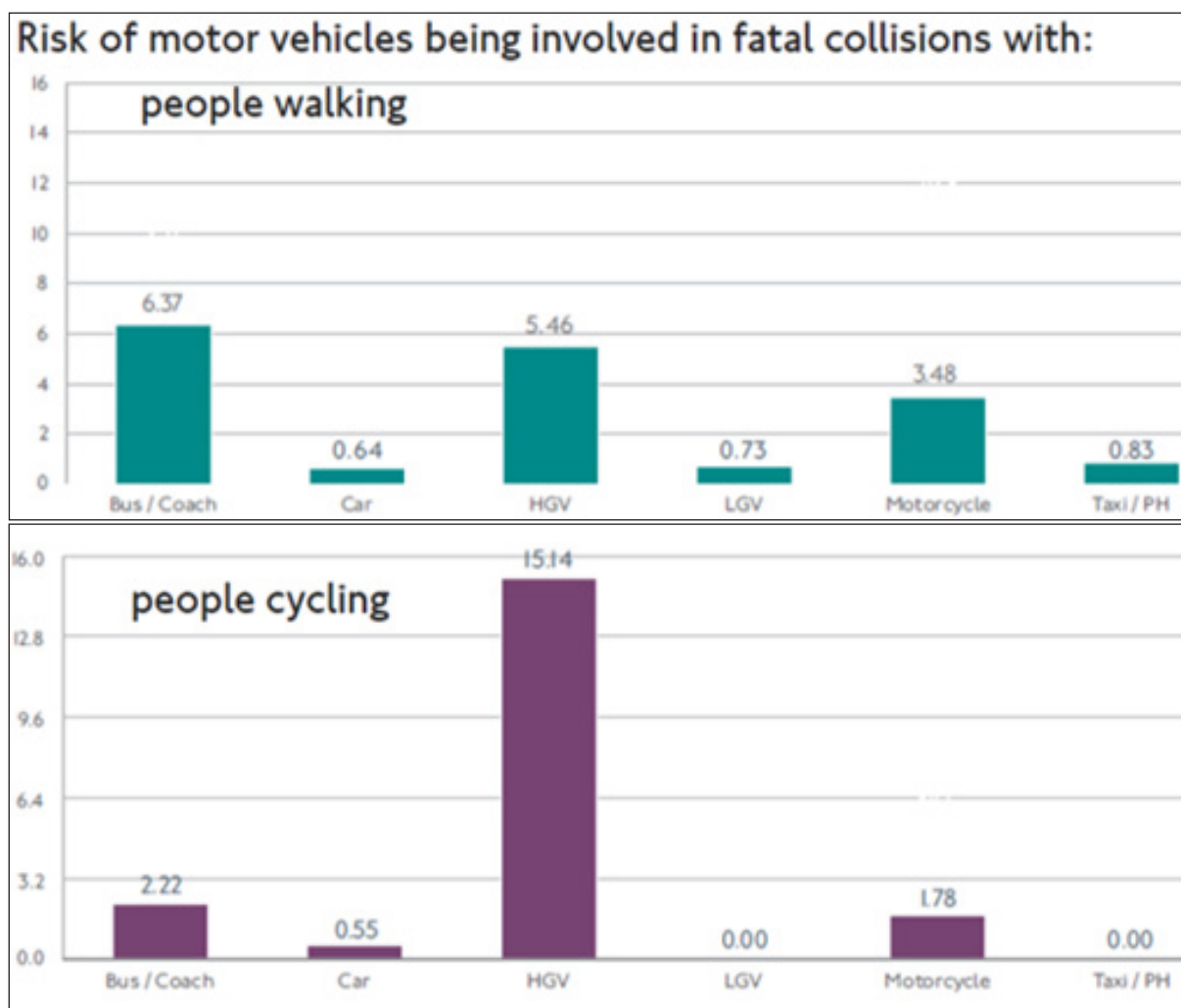
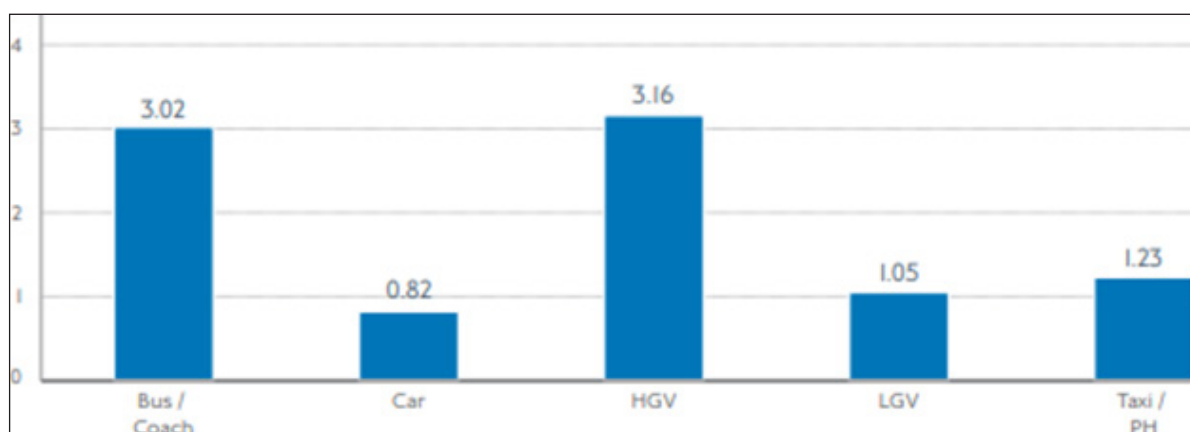
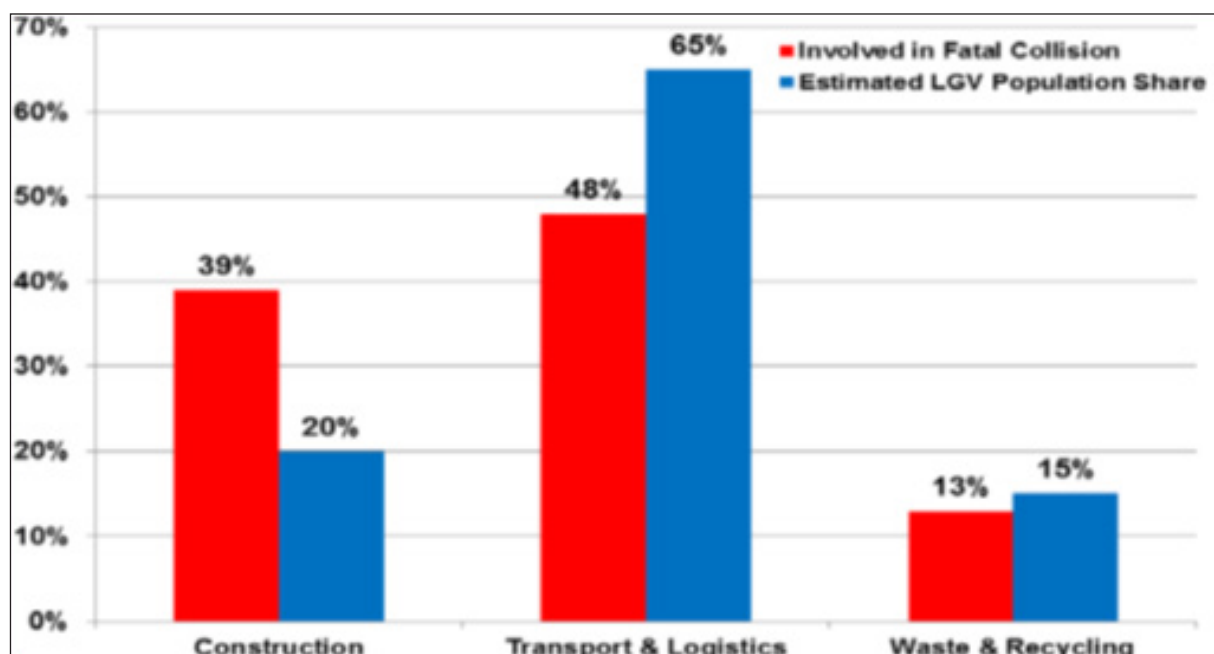


Figure 17: Risk of motor vehicles being involved in fatal collisions with motor cyclists.⁴



- 5.8. Data from the [Mayor's Vision Zero Action Plan \(2018\)](#) shows that, across London, HGVs present the biggest fatality risk, relative to their mode share, to cyclists and motorcyclists and second biggest risk to pedestrians compared to other motor vehicles. HGVs therefore present a significant fatality risk to vulnerable road users (Figure 16 and 17).
- 5.9. TfL's analysis of the data shows that approximately half of the fatal collisions involving an HGV and a cyclist occurred when the vehicle was making a left-hand turn and while a significantly large number of the freight vehicles were travelling at less than 10mph. This suggests that inappropriate speed is not a major contributory factor in HGV collisions with cyclists. Moreover, most pedestrian fatal collisions occur in slow moving traffic, suggesting that HGVs using congested roads in areas with large numbers of pedestrians is a typical risk pattern. Reducing HGV traffic in areas and at times of high footfall and by using improved street and vehicle design, such as the Direct Vision Standard (DVS), are therefore key in addressing road risk.
- 5.10. Analysis by TfL of HGV collision data from 2012–17 shows that, of all HGVs, construction vehicles present the greatest risk (Figure 18). We will need to address this challenge around our growth areas where significant development is taking place. This includes the O2 development site on Finchley Road, the Regis Road growth area in Kentish Town, and all streets affected by HS2.

Figure 18: Risk of fatal collisions involving HGVs by sector





Congestion and access to the road network

- 5.11. Traffic dominance, growing congestion on London's streets, and subsequent delays, particularly to essential freight, undermine the capital's economy, the quality of the street environment, and the borough's ability to attract the investment to provide the homes and jobs of a growing population.
- 5.12. [Analysis undertaken by Inrix in 2022](#) shows that London ranked the worst for congestion out of 1000 major cities across 50 countries, including in Europe and the US. This includes the number of hours lost to traffic delays and last mile speeds, which amounts to 156 hours lost per year per driver, at an annual cost of £1,377 per driver. Moreover, it represents an increase of 5% in hours lost compared to pre-COVID levels, and a drop of speed to 10mph for last mile.
- 5.13. There are also costs to the city: traffic delays cost London around £5 billion a year, with over £2billion of that to the freight industry itself. Delays in Central London, including in Camden, are the worst, particularly during the peak hours. This cost is likely to increase as population increases along with the associated demand for goods and services.
- 5.14. With increasing mode share of freight vehicles in the borough's (and London's) motor vehicle traffic, their contribution to congestion is increasing. The carriageway and the kerbside are limited resources. Tackling congestion now and ensuring effective functioning of the borough in the future requires planning and managing the network to prioritise essential users/uses and space-efficient modes.
- 5.15. Dominance of motor vehicle traffic and its associated impacts (road danger, pollution, etc.) can bear on the accessibility of our streets, deterring people from using the street on foot or by bike. Further, it could have an outsized impact on the independent mobility of children, older persons, and disabled people.

Growth and land use

- 5.16. Camden's population is expected to grow to [226,500](#) people between 2023 and 2033, nearly 1000 additional people per year. Camden is home to the second highest number of businesses in London, after Westminster, and the third highest in the UK. As of March 2023, Camden has [38,420](#) businesses, a majority (86%) of which are small with fewer than 10 employees. The number of businesses increased by 60% since 2016, and the borough is expected to add 60,000 jobs between 2021 and 2041. Based on recent trends, commercial floor space is growing, and there is forecasted growth from large office developments.
- 5.17. The draft new Local Plan seeks to direct development to the growth areas around King's Cross, Euston, Tottenham Court Road, Holborn, West Hampstead, and Kentish Town and to the town centres of Camden Town, Finchley Rd/Swiss Cottage, Kentish Town, Kilburn High Road, and West Hampstead. The Plan



allocates sites where development is expected to come forward to deliver new homes, jobs, open space, health and community facilities, leisure, retail and recreation opportunities, together with necessary infrastructure.

- 5.18. Growth and land use impacts freight and servicing in multiple ways. Construction projects, both current and future, to provide the needed homes and jobs will increase demand for freight and servicing both during the construction phases and after completion. A growing population also increases the demand for travel and mobility, placing additional pressure on the transport network and competing with other uses for road space.
- 5.19. Population and job growth have also resulted in scarcity of land and changing land use patterns, particularly the loss of industrial land primarily to housing, office, and retail. TfL estimates that 50% of industrial land in central London has disappeared since 2001. These large-scale changes to land use change the nature of demand on the street network, potentially increasing the need for freight, servicing, and storage spaces catering to these new developments.
- 5.20. The move to e-commerce has also resulted in a shift from traditional brick-and-mortar retail stores to large warehouse storage. It is [estimated](#) that online-only fulfilment uses three times as much warehouse logistics space as retail store-based fulfilment, with the later splitting their storage between warehouse and store. The result is that more and more goods are stored out of London in more affordable areas, with longer and more frequent journeys to deliver goods in inner and central London. [TfL's data](#) shows that delivery trips to central London now average between 32–51 miles. This is further exacerbated by greater customer expectations of shorter timescales for delivery. Freight operators need land for storage and consolidation close to where goods and services need to be provided to be able to support sustainable last-mile deliveries. Bold steps are needed through the planning process to ensure mixed-use buildings in central London can provide space for storage and that it is not lost to higher value uses.

Adapting to a changing street environment

- 5.21. Camden's streets are changing. Addressing poor air quality, climate change, road danger, congestion, and inactivity have been long-standing core principals of Camden's transport policies and our efforts to address them have gathered pace in recent years, particularly during the pandemic (see [Transport Strategy review](#) and [three-year Delivery Plan](#)). Nevertheless, many schemes that deliver the benefits of increased physical activity, public transport use and road safety, have an impact on access to the kerbside for motor vehicles, particularly on main roads, and journeys to reach side roads. These initiatives include the construction of protected cycle lanes, healthy street closures, and improving pedestrian sightlines at junction corners.
- 5.22. It is also worth noting that changing street environment may affect servicing differently from loading; whilst loading can take place from Single Yellow and Double Yellow lined kerb space, servicing vehicles are parked for longer periods and are not eligible to park in these kerbside spaces at any time.



- 5.23. High Street pavement space is in demand, with more cycle parking, trees and benches being provided to encourage active transport, whilst businesses are making more use of their private forecourts for displaying their goods, advertising, and seating. These are all considerations when considering how to accommodate cargo bike loading in busy pedestrian environments.
- 5.24. All this means that alternative and more efficient and sustainable alternatives ways of delivering goods and services need to be investigated, including reducing, re-moding, and retiming of the freight and servicing needs of Camden's residents and businesses.



Freight and Servicing Action Plan

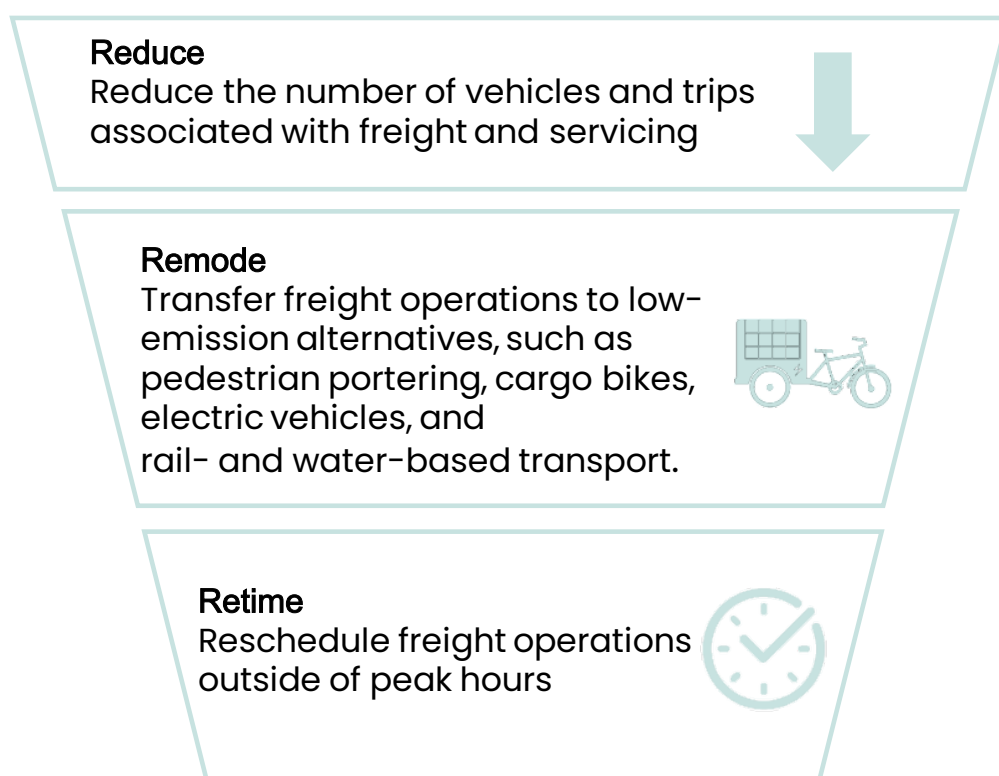
Appendix C

Best Practices In Freight And Servicing

June 2024

1. INTRODUCTION

- 1.1. This document complements Camden's Freight and Servicing Action Plan. It provides examples of best practice for freight and servicing in urban context.
- 1.2. Successful initiatives have been developed across London to manage freight and servicing activity. We can learn from these and apply similar measures in Camden where appropriate. These case studies showcase the achievements of the local authorities working in partnership with BIDs, local businesses, and private operators. These successes will serve as benchmarking indicators for Camden's freight and servicing action plan.
- 1.3. The case studies below are categorised by the intervention type, along with their corresponding principles of good practice.



1.4. Intervention type: **Efficient procurement and consolidation**



- 1.4.1. **Lambeth Council** developed a Low Emission Logistics Procurement Toolkit to support public sector procurement of 'green fleets' across their various departments. Some of the measures included installing EVCPs at Council buildings, ensuring the Council-owned fleet meets Euro Emission Vehicle Standards and selecting new suppliers based on delivery schedule and their sustainable staff policies.
- 1.4.2. **Lambeth and Wandsworth Councils** have examined the frequency of deliveries from their approved stationery supplier, by liaising with the

supplier's account manager to ensure only biweekly deliveries occur and products are not delivered outside the set delivery days. This will be specified in briefs during future re-tendering.

- 1.4.3. **Westminster City Council** works with its approved suppliers to ensure that its daily grocery and beverage delivery to their headquarters occurs prior to 7am and after 10pm, to avoid periods of peak congestion.
- 1.4.4. **Cross River Partnership** established the West End Buyers Club with the New West End Company BID, which promotes the advantages of using preferred suppliers to local West End businesses.
- 1.4.5. **Fitzrovia Partnership** (a BID within Camden) has a shared procurement service for business members to try to reduce vehicular traffic and associated emissions, congestion, and safety concerns. It has also reduced business operating costs which helps to positively publicise the benefits. Creating similar procurement clubs across Camden's other BIDs could bring similar success.

Grosvenor Estates waste consolidation with First Mile

Grosvenor Estates have committed to consolidating 500 of their properties to one waste carrier First Mile, including mixed recycling, junk removal and food waste.

They have engaged with their employees to foster a culture of responsible recycling. This initiative has achieved recycling rates of 70% and significantly reduced the number of refuse lorries travelling through the area.

Other neighbouring local businesses in Mayfair have also joined the initiative since to maximise the area-wide reduction in servicing trips.

In 2022, [First Mile has launched a custom-built electric bikes](#), which is now used to consolidate Grosvenor Estates waste and recycling.



Figure 1: First Mile custom electric recycling bike¹.

¹ Photo source: [First Mile](#)



1.5. Intervention type: **Planning**



- 1.5.1. **The City of London Corporation** required a detailed CLP and Deconstruction Logistics Plan (DLP) for the major mixed-use development '1 Leadenhall', to include a freight consolidation operation for the proposed building. The DSP further provided a commitment to limit delivery and servicing operation hours to off-peak periods only.
- 1.5.2. **Croydon Council** use CLPs to ensure that all HGV drivers undertaking highway works do not schedule their vehicle movements between 8-10am, wherever possible to reduce the interaction with vulnerable users at peak times. Construction Delivery Legal Agreements are further used as a contract between the Council and developers to restrict traffic access during certain times. This has removed lorry movements from the morning peak period and reduced noise pollution for local residents.
- 1.5.3. **Somerset House** created a delivery and servicing plan aimed at reducing the negative impacts caused by delivery and servicing vehicles. It was not a Planning requirement as such, but the developer was keen to reduce their impact at their own initiative. A range of measures were undertaken, for example, deliveries were retimed, and food and beverage businesses coordinated and consolidated suppliers. The project yielded a 12% reduction in vehicle trips to Somerset House's West Gate, and a 16% reduction in food and beverage deliveries.

1.6. Intervention type: **Re-moding to low emission freight and servicing**



- 1.6.1. **City of London** uses electric lorries for refuse collection in the Square Mile, which helps to improve localised air quality for one of the core employment areas in central London which experiences high volumes of different road users across all modes.
- 1.6.2. 'Bikes for Business' initiative run by **Team London Bridge**, the BID for the London Bridge area, provides £700 subsidy per member business to use cargo bikes. Approximately 50 businesses switched some of their deliveries to cargo bike, with a 12% reduction experienced in motorised freight vehicles noted on Newcomen Street.
- 1.6.3. **Paxton and Whitfield**, an artisan cheese shop located in the West End, have been able to partner with Ecofleet to roll out carbon bike deliveries instead of diesel vans. The company have been able to expand their capacity for on-demand deliveries while saving approximately 4,050kg of CO2 in vehicle emissions each year.
- 1.6.4. **Ceva Logistics** utilised Butler's Wharf to offload medical supplies and equipment as part of their river freight trial for Guys and St Thomas' hospital in 2021. This was combined with a last-mile e-cargo bike courier solution, eliminating the requirement for landside consolidation facilities which has often limited the viability of river freight solutions.

- 1.6.5. **Cross River Partnership** has developed a directory of ultra-low emission suppliers as part of the Clean Air Villages project. The tool enables buyers of goods and services to be selective about how sustainable their freight and servicing provision is.

FM Conway e-cargo bikes

Grosvenor Estates have committed to consolidating 500 of their properties to In aim to become carbon neutral by 2045, the construction infrastructure [company introduced e-cargo bikes](#) to its fleet in partnership with Westminster City Council.

With carrying capacities of 250kg, the e-bikes, fitted with low-level platforms, are able to carry a range of construction materials, reducing the number of construction vehicles travelling into and around London, and curbing greenhouse gas emissions.

In addition to the environmental benefits, the introduction of e-cargo bikes to the company's fleet has improved their business efficiency and reduced costs relating to parking, road charges, and vehicle maintenance costs.



Figure 2: Cargo bike suitable for construction material deliveries.²

² Photo source: FM Conway

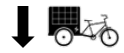
1.7.Intervention type: Redistributing street space



- 1.7.1. Since 2017 May, the Bank junction at the heart of the **City of London Corporation** has been closed to motor vehicles (other than buses) between 7am and 7pm, following the successful 'Bank on Safety' trial. The area was previously seen as a hotspot for fatal incidents involving HGVs.
- 1.7.2. Jermyn Street within **City of Westminster** was enhanced in 2018 to reduce traffic speeds and provide more space for pedestrians during the busy afternoon period. To ensure that local businesses could still receive deliveries, 24 hour loading provision was provided at three dedicated central on-street bays. The ability to accommodate both pedestrian and freight needs were retained while improving road safety and reducing safety issues posed by large freight vehicles.

- 1.7.3. Rye Lane in Peckham, **London Borough of Southwark**, was closed to all vehicles during the pandemic under a trial. The Council and TfL have since reopened the high street for timed loading and servicing (7am to 10am every day), in addition to buses and taxis, to allow essential deliveries to occur. This supports the town centre's role to balance economic activity and supporting trade, with Healthy Streets and liveable neighbourhood concepts.

1.8. Intervention type: **Communications**



- 1.8.1. **City of London Corporation** has recently promoted alternatives to receiving personal deliveries at offices for major businesses located in the Square Mile.
- 1.8.2. **Southwark Council and Westminster City Council** have both undertaken a fortnight monitoring period to ascertain the level of personal deliveries received at their main office, following which alternative solutions were communicated to staff to reduce number of deliveries together with Cross River Partnership.

Click. Collect. Clean Air Campaign

As part of Better Air Better Business programme, Cross River Partnership developed '[Click.Collect.Clean Air](#)' behaviour change campaign, that aims to raise awareness and encourage people to redirect personal deliveries away from workplaces to reduce congestion and improve air quality in central London.

The initiative works in partnership with multiple London boroughs, BIDs, and delivery operators, and features 20 alternatives to workplace deliveries.

The scheme is deemed to provide valuable information and to be supporting the reduction in personal deliveries.



Figure 3: Cross River Partnership Communications material for Click. Collect. Clean Air. Campaign.³

³ Source: Cross River Partnership



1.8.3. A series of online tools were developed for residents and businesses to access the information about low or zero emission delivery options:

- **[The Urban Logistics Hub Map](#)**: Logistics hubs have an important role to play in promoting healthy and efficient deliveries in London. The Urban Logistics Hub map provides information on potential spaces for urban logistics solutions (including those that are already operational) and enables businesses to contact the owners of these sites.
- **[Business Cargo Bike Guide](#)**: This site supports businesses with essential information for procuring and using cargo bikes.
- **[Sustainable Steps](#)**: Addressing climate change can seem like an overwhelming task for small businesses. This website is designed to help small business tackle environmental sustainability and reduce emissions one step at a time.
- **[CRP Transport Emissions Calculator](#)**: This tool helps businesses to estimate the emissions impacts of moving their goods and services around London. It can help to compare the impact of different delivery methods.
- **[CRP's Thames Directory](#)**: This interactive web tool provides information about utilising The River Thames to transport goods into London. The map provides information about London's river infrastructure, whilst the Directory provides information on vessel operators and ultra-low emission (cargo bikes and electric vehicles) last mile couriers, that be used to supplement river freight operations.