

Deliveries Reduction Fund for Business Groups

Application Form
June 2018



All applications will be subject to an evaluation criteria set by Transport for London, details of which can be found in the supporting guidance

Please return your completed application form to [REDACTED] by Friday 20 July 2018

General Information:

Lead Applicant:

Team London Bridge (TLB)

Other partners:

Freight Forum partners include Southwark Council, The Shard, Network Rail, London Bridge City, Kings College London.

Do you have approval for this proposal from your Business Improvement District Board or senior management? If not, when do you expect this to be granted?

Yes

Lead Applicant Contact Details:

Contact name:

[REDACTED]

Email address:

[REDACTED]

Telephone number:

[REDACTED]

Project Team

Provide details of the proposed project team including external members e.g. resident group representatives, consultants; together with roles and responsibilities

Name	Organisation	Role	Responsibility
[REDACTED]	Team London Bridge	Project Director	Project oversight
Consultant	To be commissioned	Project Management	Delivery of project deliverables
[REDACTED]	The Shard	Facilities manager	Liaison with businesses



██████████	Network Rail	Retail Business Manager	Liaison with businesses
██████████	London Bridge City	Facilities and Operations Manager	Liaison with businesses
██████████ ██████████	Southwark Council	Travel Management / Operations Manager	Support, expertise, participating business.
██████████	Kings College London	Head of Sustainability	Shift to sustainable practices

Project overview: Please use the table below to provide a brief description of the proposed project. This will enable an understanding of how the proposal fits with the ambitions of the applicant's business.

<p>Background</p> <ul style="list-style-type: none"> • Brief description of the business(es) making the application • What is the relationship between the businesses in a joint application? • Any research undertaken to inform the planning of the project • Have similar projects been delivered in the district or by other groups? 	<p>Team London Bridge is a Business Improvement District in Southwark, representing over 300 businesses. Following extensive consultation, TLB published the London Bridge Plan in 2015, which sets out the vision for the area, and has been endorsed by Southwark Council. This includes clean air, clean transport, and walking and cycling forming part of our role as a world class transport interchange.</p> <p>TLB has been working with Southwark Council and seven major local businesses to implement Delivery and Servicing Plans since 2017 (all included as partners). A key area wide recommendation was:</p> <p>Re-mode: Key businesses should ensure the use of low / zero emission modes by default is considered as a factor in re-tendering for suppliers, and communicated to existing suppliers with high delivery frequency. Bicycle is the preferable option for greatest impact on congestion levels.</p> <p>A Freight Forum for the above businesses has been established, which project partners sit on to reduce the impact on the area from deliveries and servicing. There have been a number of successes through this process. <i>The Reduce and retiming elements of this work continue in parallel to this application, and as active partners in the LEN outlined below.</i></p> <p>TLB is working with Better Bankside as a Low Emission Neighbourhood. This project is delivering a number of capital projects to promote pedestrian movement along low exposure routes, which is complementing the ongoing work through the Freight Forum to reduce deliveries.</p> <p>The project will deliver the aims set out in the recent London Bridge Cycle Strategy, to increase the number of deliveries</p>
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	<p>made on bike. Research with businesses suggests high demand.</p> <p>Finally, TLB has built up a track record of running a ‘First Mile’ recycling service with local businesses to improve recycling rates. This year we will be expanding this to more general waste and looking to consolidate both waste streams into one vehicle, out of peak hours.</p> <p>The project comes on the back of work being showcased to our businesses at networking events, including Zedify and PedalMeApp. An increasing number of businesses are showing an interest in exploring these further, alongside larger firms offering the service including City Sprint.</p>
<p>Your Aspiration</p> <ul style="list-style-type: none"> • Why are you implementing the project? • What issue is being addressed? • What is the “bigger picture” of the project? • How does this help to deliver the objectives / ambitions of the partnership? • What are the anticipated long term benefits to the partnership, members, and the wider community for example will improve air quality in the district. 	<p>Outcome. It is expected that this project will visibly increase the role of cycle deliveries in the area and the reputation for London Bridge as a clean, quiet and efficient place for modern commerce. The project will showcase how the Mayor of London is working with the business community to take forward objectives set out in the Mayor’s Transport Strategy.</p> <p>The London Bridge Plan, endorsed by Southwark Council, sets out an aspiration to prioritise clean travel for walking and cycling as part of a world-class physical environment.</p> <p>Team London Bridge has worked closely with TfL and Southwark Council to deliver this through the governance of the London Bridge Transport Board. To this effect, we worked with TfL to deliver the London Bridge Outcome Plan. This TfL document, endorsed by TLB Board and the Healthy Streets Board, sets out a priority to:</p> <p>Reduce levels of general motor traffic to enable other priorities of walking, cycling and clean air.</p> <p>During the development of the London Bridge Cycle Strategy in June 2018, cycled deliveries has emerged as one of the best opportunities for clean, efficient deliveries. Evidence was gathered through a series of engagement exercises with businesses, the wider public, operational teams, and cycle delivery services. Our survey of businesses indicates that currently 24% of businesses are using some form of cycle deliveries, but that 85% are keen to do this in future.</p> <p>In particular, three of our large multi tenanted estates - More London (London Bridge City), The Shard and Network Rail - are keen to work with the project to develop cleaner, more</p>



	<p>efficient deliveries, and reduce local congestion. We will also work with businesses which have multiple London locations (e.g. Kings College London, PWC and EY). This provides a solid platform from which to achieve, and exceed, project targets.</p> <p>Challenges to the project have been identified, including the requirement for automatic number plate recognition in More London, and the lack of dedicated cargo bike parking in Shard and Network Rail loading bays. Other barriers include existing supplier contracts. Partners are keen to overcome these challenges within the scope of this project, or set up a timetable for future change.</p>
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Brief description of the project

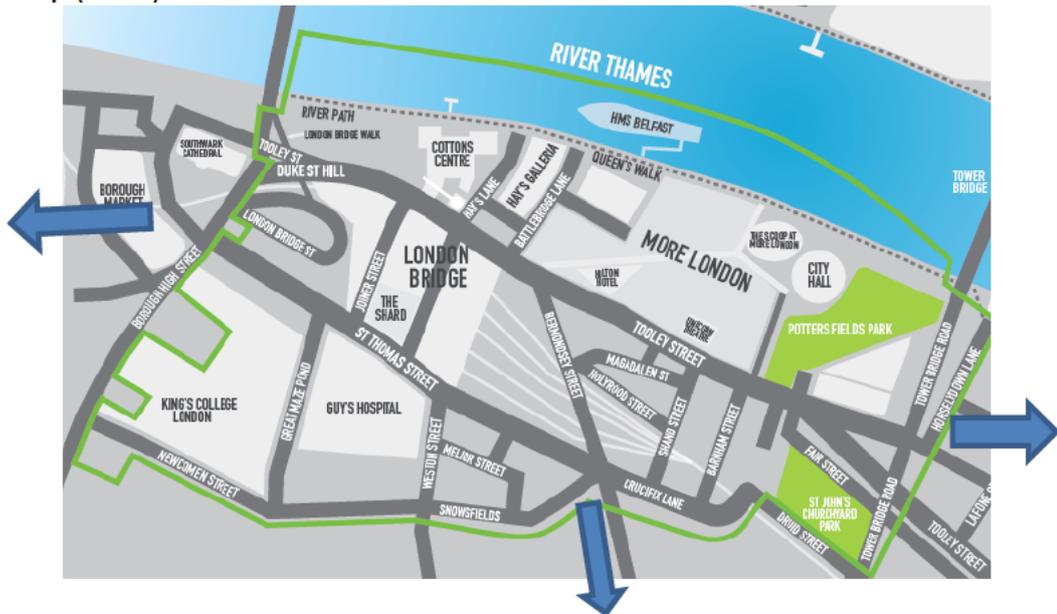
In the project, we will:

- 1) Host 'try-out' demonstration events and organize networking and communications activities to raise awareness of cargo-bikes and their potential for business deliveries
- 2) Research and develop a detailed list of cargo-bike services as an information resource for businesses and spread awareness of cargo-bikes among members. Work with services to agree a code of conduct
- 3) Purchase a branded TLB cargo-bike for our landscaping service to lead by example
- 4) Undertake a review of the three principal models of cargo-bike deliveries and which are most appropriate to our business' needs: courier; working with suppliers that use existing consolidation centres with last mile cycle deliveries; and cargo-bike ownership arrangements
- 5) Run a pilot programme in which selected member businesses use cargo bikes on a trial basis
- 6) Negotiate with business members a means of providing security-assured cargo-bike access to loading bays (this could include piloting a form of vehicle and driver registration)
- 7) Explore with highways and landowners the potential to mark out short-term cargo-bike bays to facilitate deliveries
- 8) Obtain feedback from members with a view to helping cargo bike operators to improve their service and establish a 'preferred suppliers' programme
- 9) Based on take-up and success, identify a potential micro-consolidation centre within or near to the area which meets recommended minimum specifications and explore options to take this forward as a future project



What is the location of proposed project? Please provide either a map showing the geographical area or a description

The project will take place in businesses across the London Bridge BID area. There will also be scope to spread the benefits to our neighbours who have expressed an interest in working with us on freight reduction, and who engage with us on freight networking events: Better Bankside, Shad Thames Area Management Partnership (STAMP) and Bermondsey Street Area Partnership (BSAP)



Aims and objectives of the proposed project

The specific aim of the project is to remode existing deliveries from motorised vehicles to clean cycled deliveries. This will cover a range of delivery models for cycled deliveries: courier; through existing micro-consolidation centres (and exploring the potential for a new local centre); and cargo-bike ownership

Other objectives include:

- Retime cycled deliveries so that they occur outside the main morning congestion period
- Consolidate the number of deliveries through a preferred suppliers list
- Clean air through cleaner vehicles
- Ensure a supportive physical infrastructure to facilitate the use of cycled deliveries
- Establish a code of practice where preferred firms behave responsibly when mixing with other road users, and offer London living wage
- Set out a pathway and timetable for a future micro-consolidation centre



Delivery approach e.g. 4 phases. Please list what's in scope and out of scope?

The project has been based on the London Bridge Cycle Strategy recommendations for increasing cycling freight.

Matched funding

Team London Bridge will provide in-house support for business liaison, relationships with key partners through its freight forum, and oversight of how this project can link up with other complementary measures including traffic management and air quality projects. TLB will provide overall project governance.

Through the existing Freight Forum (out of scope of this project, and part of our Low Emissions Neighbourhood commitment), we are working with partners to consolidate deliveries, re-time away from peak hours, and re-mode (often towards electric deliveries). This work will however enhance and galvanise those complementary strands.

Freight reduction funding

An initial action will be the purchase of a TLB cargo-bike to do daily landscaping work in the area and lead by example.

The bulk of funding (from both TfL and TLB) will bring in dedicated resource and expertise to deliver a series of measures that will study, test, expand and embed cycling into business operations and servicing in the area. This approach is based on our Delivery and Servicing Study (2017). Feedback from that work showed that our businesses and landowners respond positively to dedicated external support and expertise, and was a catalyst for them to buy-in to the process. A tendering exercise will be undertaken at the outset to commission project delivery and expertise elements of the project over an 18month period.

Delivery approach

TLB will work closely with the commissioned partner to implement the project, based on these key project work programmes:

- Project management
- Research, analysis and information - of the sector, and physical environment
- Business engagement – listening, networking, trialling, demonstrating
- Evaluation and review

Provide detailed **project plan** including information listed in example below:

Provide a separate, detailed project plan including information illustrated with example in table below

(Additional information on SMART measurements given in evaluation section below).

Activity: Purchase branded TLB cargo-bike for landscaping service

Timescales: August 2018

Deliverables: Purchase of cargo-bike. Identified parking facility. Landscaper training.



Risks / issues	Mitigation
Stolen / vandalised	Storage area identified. Purchase wheel lock. Bike marking with police. Covered by insurance.
Branded vehicle not used safely or against rules of road.	Safety advice to staff. Safe routes identified to key locations. Code of conduct to be signed by users.

Activity: Tender project delivery and expertise functions

Timescales: Sept – Oct 2018

Milestones: Contract signature to cover period November 2018 – March 2020

Risks / issues	Mitigation
Lack of interest to bid for work	Initial conversations already held and interest exists.
Lack of support from main partners for decision	Invite key partner participation in selection process.
Delivery through external expertise not successful	Project based on successful arrangement to previous projects (DSP and Recycling contract)

Activity: Business engagement and recruitment

Timescales: September 2018 – December 2019

Milestones: Developed offer to businesses. Survey developed and completed by businesses.

SMART targets: 50 businesses recruited by March 2019, 100 businesses by December 2019.

No. of bike deliveries made.

KPIs: 30 businesses using cargo bikes by March 2019, 60 by March 2020. Decrease in trips in the a.m peak.

Outputs and deliverables: Business survey completed as baseline, and end of year 1 and 2

Risks / issues	Mitigation
Businesses are not interested in participating	Initial interest already tested with 37 businesses and 85% are interested. Projects have worked well elsewhere, e.g. Zedify, PedalMeApp. We will also work with multi-tenanted estates, and with businesses just outside the area (Shad Thames, Bermondsey Street)
Businesses engage with the project but decide against cycle deliveries	An up-front study of the sector, the different models of cycled deliveries and needs of businesses will ensure that the offer meets diverse business needs.
Businesses are already locked into inflexible supplier contracts	A complementary trial will be made, and businesses will be encouraged to indicate to their suppliers that they would like them to add a cycle offer in their work to apply pressure for the future. Timetables for end of contracts will be collected for future legacy work.
Negative feedback from businesses reflects badly on project	Develop preferred list based on recommendations only and code of conduct agreement to instil agreed levels of cyclist behaviour and London Living Wage. Perceptions study will be fed back to suppliers.



Activity: Ensure the physical infrastructure to facilitate cargo-bikes

Timescales: January to December 2019

Milestones: Review the needs of with cargo-bike service providers and assess major loading bay facilities. Work with partners to identify highway (public and private) loading areas.

SMART targets: Assessment and improvement of 5 loading bays and 5 on street locations

KPIs: Positive perceptions of cycled deliveries increases with businesses and public. Speed (and profitability) of deliveries through feedback.

Outputs and deliverables: 10 project locations deemed 'good' for cycle deliveries

Risks / issues	Mitigation
Major loading bays deem cycled deliveries too dangerous or inappropriate	Initial discussions held and ambition to make them good discussed. TLB may provide additional matched funding to facilitate physical improvements.

Activity: Review of cycled delivery business sector, with preferred suppliers list established

Timescales: November 2018 to February 2019

Milestones: Meetings in place with suppliers.

SMART targets: No. of recommended suppliers.

KPIs: % of businesses engaged in project that take on ongoing service. Number of businesses in multi-tenanted buildings sharing suppliers to consolidate no. of deliveries

Outputs and deliverables: Document created and preferred suppliers list communicated through various channels. Code of conduct developed.

Risks / issues	Mitigation
Lack of recommendations to establish a list of suppliers	Manage expectations at outset that the project is supporting an emerging sector rather than an established sector.
Lack of interest from suppliers in signing code of conduct	Code of conduct will be optional and displayed if signed, but will not discount suppliers from inclusion.

Activity: Identify a site for future micro-consolidation centre

Timescales: October 2019 to February 2020

Milestones: Support from Southwark Council to work at a strategic level (March 2019).

SMART targets: 5 locations researched

Outputs and deliverables: Report of options and future actions.

Risks / issues	Mitigation
Lack of interest from businesses in consolidation centre.	Activity delivered in Y2 so interest can be better understood. Gain more information from other projects on success and barriers.
Lack of locations identified in area	Work with Southwark Council (and TfL) to explore a wider geographical area at a more strategic level
Lack of support from Southwark Council	Southwark is a project partner, and the project will support their target of doubling cycling in the borough. Bring in case studies from elsewhere (the City) to look at successes.



Monitoring and Evaluation – What will success look like?

How will project delivery and performance be measured, monitored, reported evaluated?

What monitoring and evaluation will be undertaken to measure the impacts of the proposed project against the objectives?

How will you gather financial information to assess the long term viability of the project and costs to roll-out to a wider audience?

There will be six separate methods to gather data and measure the success and long-term viability of the project. TLB will approach each method as a way to also disseminate information about the project. Measures will be SMART and where possible comparable with previous studies for benchmarking. The legacy of the project will be assured through embedding practices amongst our businesses and achieving positive outcomes for the business environment.

1. Baseline and follow up with businesses

We already have initial contact with 37 businesses about cycle deliveries. We will follow this up with an additional survey, which will be updated at end of year 1 and 2. It will also be rolled out to other businesses as they come on board with the project.

Expected results:

- No. of businesses increasing cycle deliveries because of the scheme
- Increase in cycle deliveries through the scheme
- Client satisfaction
- Feedback on value for money of cycle deliveries Vs previous deliveries

2. Monitoring loading bays at The Shard, London Bridge Station and More London:

- No. of cycle deliveries as baseline and end year 1 and 2.
- Feedback from operational staff

3. Wider perceptions

TLB do wider user testing research on the area from different business, visitor and resident audiences. This will be done at project outset and end of project

Expected results

- Change in perceptions in number of deliveries by bike
- Change in perception about London Bridge as an area that promotes cycling compared to other parts of London
- Positive perception of behaviour of cycle deliveries in the area

4. Preferred supplier data

- No. of businesses worked with in the London Bridge area
- Success of approach to business model for cycled deliveries

5. Team London Bridge success at rolling out the project:

- Press, social media and web
- No. of businesses engaged in networking events

6. On-street count on St Thomas Street and Tooley street of numbers of cycled deliveries (am / pm peak) at baseline, end year 1 and 2.



Set-out amount of funding requested from TfL together with itemised list of what it is to fund together with identified sources of match-funding:

Expenditure item	Detail	Funding from	2018/19 £k	2019/20 £k
External expertise	Cycle strategy including questionnaire + business engagement	TLB	3,000	-
Officer time	Business liaison, networking, communications, marketing, event space use, publicity, evaluation	TLB	5,000	10,000
Business involvement	Time spent by partner businesses identifying appropriate deliveries, developing new supplier contracts, overcoming physical barriers to cargo bike deliveries	Partners (More London, The Shard, Network Rail, Southwark Council, individual businesses)	5,000	10,000
Cargo-bike purchase	TLB branded and used for daily landscaping use in area	TLB / TfL	2,000	-
External expertise and related costs	Delivery of key project elements: market study; analysis of business deliveries to convert; collecting baseline. Engagement with businesses through questionnaire and meetings	TLB	4,000	8,000
External expertise and related costs	Delivery of key project elements: market study; analysis of business deliveries to convert; collecting baseline; Engagement with businesses through questionnaire and meetings	TfL	12,000	25,000
External expertise and related costs	Evaluation: collecting baseline and final counts	TfL	3,000	5,000
Total		Matched	18,000	28,000
		TfL	16,000	30,000



To comply with State Aid rules in awarding financial assistance, please list funding received from public-sector sources over the last 3 financial years e.g. Transport for London, Boroughs, GLA, etc (See Appendix A in Guidance for further information)

Financial Year	Date	Funding Source	Amount £'000
2016-17			
2017-18			
2018-19		TfL - Low Emissions Neighbourhood (via Better Bankside as lead partner)	£80,000
TOTAL			£80,000

Please return completed application form to:

██████████ by 20 July 2018

