LAMILO
sustainable city logistics

Lobbying Strategy for Sustainable Last Mile Logistics

Action 8. Output 6.

LaMiLo – Lobbying Strategy for Sustainable Last Mile Logistics
Cross River Partnership Westminster City Hall, 64 Victoria Street, London, SW1E 6QP
T: +44 (0) 207 641 2198 W: www.crossriverpartnership.org E: crossriver@westminster.gov.uk
Produced in partnership with **Transport for London**

Investing in Opportunities
This project has received European Regional Development Funding through INTERREG IV B.
INTERREG IVB

CROSS RIVER PARTNERSHIP

LAMILO sustainable city logistics

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Executive Summary

Urban logistics is an integral part of daily life; we want our goods and services to be available to us when they are needed. However, this delivery and servicing activity in cities leads to problems of air pollution, noise, traffic congestion, and road safety. These problems make our cities less economically competitive and less pleasant places to be.

Last mile logistics refers to the last leg of the supply chain. It represents over a quarter of the total cost of delivery. Getting the last mile 'right' will lead to improvements in delivery efficiency, and therefore reduce the environmental, economic and social cost of delivery. The public sector is involved in last mile logistics to help get it 'right'. There are many ways the public sector is involved in addressing the particular challenges associated with last mile logistics, at many levels. Key relevant legislation and policy direction is set at European level, and national governments interpret this and add to it for their own countries. Regional, sub-regional and local authorities have significant roles to play in determining local policies and regulations to influence last mile logistics.

LaMiLo (last mile logistics) – an INTERREG IVB North West Europe (NWE) project delivered between 2012 – 2015, funded by the European Regional Development Fund (ERDF) – aims to create a step change in freight deliveries by fully considering the 'last mile' of a supply chain when planning a freight logistics journey, ensuring a more efficient and integrated logistics approach throughout North West Europe (NWE).

The project brings together experts from all sectors of the freight transport industry to change behaviour of private companies, the public sector and consumers to make better use of existing transport infrastructure and networks. Four demonstrators have been established with a focus on consolidation centres, including the London Borough of Camden's successful London Boroughs Consolidation Centre trial used by three local authorities' suppliers of cleaning products and stationary.

Within the LaMiLo project, Cross River Partnership has delivered:

- a review of local authority planning, transport and other relevant policies and regulations that influence last mile logistics within each of the LaMiLo partner cities: Brussels, Camden, Dublin, Karlsruhe, Maastricht, Luxembourg, Paris and Perth. (Action 8. Output 1)
- a feasibility study into expanding the use of urban railway hubs for freight purposes (Action 8. Output 3)
- an assessment of end user perspectives of last mile logistics (Action 8. Output 4.)
- a report exploring the influence of the public sector on last mile logistics (Action 8. Output 5.)

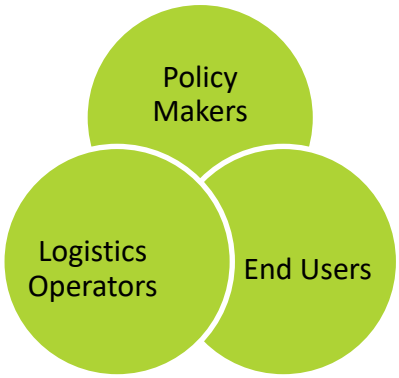
This report presents the LaMiLo lobbying strategy, which aims to achieve the following:

- Raise awareness of freight and logistics issues with key stakeholders
- Ensure freight and logistics issues are kept on, and moved up, the (political) agenda
- Receive a commitment at a European, national, regional and local level to implement greener logistics
- Raise awareness of potential solutions and their benefits to encourage other businesses to this way of thinking
- Commit funding to support the implementation of logistics solutions
- Support for policy change to enable efficient and sustainable delivery and servicing activity
- Solutions to be embedded within procurement and planning processes

The LaMiLo project has identified a list of messages that should be communicated as part of a lobbying campaign. The six key messages are:

1. Urban logistics is an integral part of daily life supporting our cities to become economically competitive and pleasant places to visit and live.
2. Collaboration of shippers, service providers and industry associations could be encouraged through positive incentives.
3. Dedicated rail freight service to centre stations and more outlying freight terminals could play a role in reducing city centre road freight.
4. Deliveries to different businesses based at the same location could be combined on to a single vehicle at an upstream consolidation centre.
5. Located in the right place, locker banks and collection points are a sustainable and convenient alternative to home and workplace deliveries for collection of online orders.
6. Introduction of Low Emission Zones and road space management policies is encouraging logistics providers and fleet operators to find alternative delivery and servicing solutions.

There is also a series of lobbying messages that can be adopted by different 'lobbying sources' (Policy Maker, Logistics Operator and End User) directed a different 'lobbying targets' (Policy Maker, Logistics Operator and End User). These messages are outlined below:



Lobbying Source	Lobbying Target	Lobbying Message
1. Policy Maker	A. Other Policy Makers at regional, national and European levels.	i. Integrate urban logistics within Sustainable Urban Mobility Plans (SUMPs) rather than managed in isolation within Sustainable Urban Logistics Plans (SULPs). ii. Provide sufficient funding to implement solutions. iii. Monitor and enforce harmonised regional regulations between member states.
	B. Logistics Operators	i. Consolidate deliveries. ii. Initiate upstream collaboration. iii. Provide more options for end users to receive their deliveries. iv. Meet accreditation and safety standards set out in Construction Logistics Plans (CLP) and Delivery and Servicing Plans (DSP). v. Use cleaner and quieter vehicles and modes.
	C. End Users	i. Use the procurement and buying processes to state how, when and where they would like to receive their deliveries.
2. Logistics Operators	A. Policy Makers	i. Change access, noise and time restrictions (where feasible). ii. Support the uptake of cleaner vehicles and modes and iii. Provide consolidation solutions. iv. Support the use of harmonised Intelligent Traffic Management Systems across European cities. v. Provide suitable kerbside access and loading facilities.
3. End users	A. Policy Makers	i. Introduce and enforce environmental zones. ii. Develop, introduce, and monitor standard requirements for logistics operators to adhere to make safe and environmentally sustainable deliveries.
	B. Logistics Operators	i. Provide transparency with regards to the transport costs of receiving a delivery or service. ii. Provide options for receiving their delivery.

The aim of this report is to set out the step-by-step approach for LaMiLo project partners and other interested parties to identify and lobby key stakeholders, including Policy Makers, Logistics Operators and End Users to encourage wider uptake of sustainable last mile solutions.

1.0 Background to the LaMiLo Project

1.1 Introduction

The rise in urban freight movements is increasingly contributing to negative impacts in terms of increased traffic congestion, reduced economic impact, and increased air pollution. Whilst goods movements represent 10-15% of all transport in an urban area; they are responsible for up to a third of the local pollutants related to transport in a city, as well as a quarter of transport-related CO_2 emissions in urban areas (Dablanc, 2013). Boudouin et al (2014) suggests that urban goods movements could be the origin of 70% of particulate matter, 35% of Nitrogen oxides (NO_x) and 25% of Greenhouse Gas (GHG) emissions. At least 1 million healthy life years are lost every year from traffic-related noise in the western European countries.

The role of urban freight logistics within many European cities has, until recently, been overlooked in comparison to efforts to introduce sustainable urban mobility solutions. It is therefore no surprise that that the European Commission (EC) has prioritised improving urban logistics, and has identified this as an area where early progress can be made towards the overall goal of reducing transport's greenhouse gas emissions by 60% by 2050 (EC, 2013(A)).

At the policy level, the European Union's Member States are committed to reducing carbon and other noxious emissions associated with transport activity. Governments are implementing policies, including Low Emission Zones and Neighbourhoods that call for an increase in the availability and usage of low emission vehicles based on common Euro engine standards.

At the operational level, the results of the Last Mile Logistics (LaMiLo) project have demonstrated what can be achieved if policy actors, logistics operators and end users work together to reduce the impacts of freight deliveries in urban areas. The challenge going forward is how to ensure transferability and scalability of such initiatives to achieve more widespread behaviour change.

1.2 Aim of the LaMiLo Project

LaMiLo was an INTERREG IVB North West Europe (NWE) project part-funded by the European Regional Development Fund (ERDF). It aimed to create a step change in freight deliveries by fully considering the 'last mile' of a supply chain when planning a freight logistics journey, ensuring a more efficient and integrated logistics approach throughout North West Europe (NWE). Through a series of practical pilot projects in Belgium, France, the Netherlands and the UK, the project has looked to stimulate more efficient and effective large scale last mile logistics solutions. According to

a recent study from ChainLink Research, last mile delivery costs can make up close to 80% of a product's total delivery cost[1].

The project aimed to provide a range of solutions to sustainable last mile delivery of urban freight. It project brought together experts from all sectors of the freight transport industry to change behaviour of private companies, the public sector and consumers to make better use of existing transport infrastructure and networks. By utilising more environmentally friendly transport methods such as electric and other low emission fuel powered vehicles and wherever possible, encouraging the use of freight movement by rail and water, LaMiLo aimed to reduce CO_2 levels in city centres and freight hubs. Through its demonstration projects, LaMiLo helped to deliver economic, social and environmental benefits to both communities and businesses across the region.

1.3 Practical Solutions

Project partners from seven member states explored current freight logistics practices in North West Europe, identifying challenges and opportunities to improve 'last mile' supply chains and encourage more sustainable transport methods. The demonstration trials within the project were evaluated to assess their benefits.

Of the six planned pilots in the LaMiLo project, four trials were operational and two (Euston rail station and Perth Consolidation Centre) did not continue during the lifetime of the project, for reasons beyond the control of the project. The four operational demonstrators were:

- London Boroughs Consolidation Centre
- City of Brussels Freight Consolidation Centre
- Binnenstadservice Freight Circle (Nijmegen and Maastricht)
- The Green Link's Green Hubs

London Boroughs Consolidation Centre – three London boroughs (Camden, Enfield and Waltham Forest) joined together to establish an urban consolidation centre for deliveries to Council buildings. During the lifetime of the project, a fourth borough (Islington) joined the scheme in November 2014. The centre initially focused on deliveries of cleaning products and office supplies but this was soon expanded to other product categories as interest in the centre grew. Suppliers no longer deliver to the individual Council buildings directly but deliver to the consolidation centre instead. Two suppliers no longer make a delivery because their goods are collected by the consolidation centre vehicle either at the beginning or end of its trip. The results of the pilot showed positive environmental benefits and a reduction in deliveries in the area by 8.5%.The environmental benefits

[1] http://www.clresearch.com/research/detail.cfm?guid=3283C1FB-3048-79ED-999E-536DD384B656 [accessed 10.08.15]

have not been as high as previously predicted due to the difficulties encountered in leasing a cleaner vehicle for a short trial period. The consolidation centre offers additional services to its customers including storage, removal of packaging and waste. Going forward, the consolidation centre will operate in partnership with a logistics operator, who will be responsible for sourcing cleaner vehicles and a wider customer base.

City of Brussels Freight Consolidation Centre – the Belgian pilot began in September 2014 and involves the diversion of goods addressed to retailers and five municipalities in the Brussels-Capital Region to be delivered to a consolidation centre outside of the City area. During the pilot, the depot was based in an industrial area owned by the Port of Brussels with an easy access to the motorway and close to the canal. The goods were dispatched from the depot to the retailers with low-emission vehicles. The centre offered additional services to the retailers including storage, bundling and removal of waste. Suppliers now deliver directly to the consolidation centre, instead of individual addresses, and they are delivered by City Depot to the end user on the same day. The results of the pilot illustrate a positive environmental impact as logistics providers can use bigger vehicles to deliver straight to the consolidation centre, unload all the goods as they do not need to enter the city area to make additional deliveries. Drivers can use the unloading time to take their required break. Going forward, higher environmental gains could be achieved from changing the vehicle fleet to using cleaner vehicles and achieve economies of scale by encouraging retailers to make more use of the storage facilities.

Binnenstadservice Freight Circle (Nijmegen & Maastricht) – the Freight Circle started in March 2014 in Nijmegen and offered business to consumer services. Customers who shop online sign up to the Freight Circle service, choosing the distribution centre as their final delivery address. Retail goods are delivered to the Freight Circle location and the consolidation centre makes the final delivery to the customer using non-emission vehicles. In June 2014, a similar service was launched in Maastricht. The two centres offer their customers other services including recycling of valuable waste (i.e. batteries, printer cartridges etc). During the project, logistics operators were delivering to the Freight Circle location as well as other addresses in the local area. Going forward, the Freight Circle hopes to replace other conventional deliveries.

The Green Link's Green Hubs – this pilot aimed to test a new IT system to optimise the efficiency of last mile deliveries to customers. The Green Link delivery company used the technology to divert deliveries from express couriers to a single urban consolidation centre for onward transport by non-emission vehicles in the City of Paris. The results of the pilot showed a reduction in the total travelled distance (4,384km with the urban consolidation centre compared to 6,132km without the centre). Most of the distance travelled is by cleaner vehicles (electric and cargo bikes). Environmental benefits, including reduced emissions and noise, have been realised due to the use of cleaner delivery vehicles and re-routing. Replacing two conventionally fuelled vans with cargo bikes has led to an increase in the number of people employed to make the deliveries. The increase in head count and wages is likely to be offset by a reduction in investment in conventionally fuelled vehicles and operational costs.

1.4 Influencing Change

Engaging with private and public sector organisations as well as customers and end users, LaMiLo undertook activity to understand and influence last mile logistics behaviour and practices. The aim was to help businesses to appreciate the economic, social and environmental benefits of utilising consolidation centres and sustainable modes of transport for last mile operations. Through a series of workshops, private and public sector organisations were encouraged to collaborate to implement urban transport and freight plans. Retailers were engaged in the project to understand the challenges of customer and end user behaviour. Four 'Agents for Change' workshops were held in Maastricht, Brussels, Karlsruhe and London. When feasible, the workshops were preceded by a dialogue session with van drivers to understand their experience and hear their recommendations for improving inner city deliveries.

Cross River Partnership delivered a series of reports under LaMiLo focused on the influence of, and on, the public sector and end users. These are outlined below:

- a review of local authority planning, transport and other relevant policies and regulations that influence last mile logistics within each of the LaMiLo partner cities: Brussels, Camden, Dublin, Karlsruhe, Maastricht, Luxembourg, Paris and Perth.
- a feasibility study into expanding the use of urban railway hubs for freight purposes
- an assessment of end user perspectives of last mile logistics
- a report exploring the influence of the public sector on last mile logistics

Overall, LaMiLo explored ways to help change the behaviour of target groups and improve public sector policy. To facilitate such activity going forward, a Lobbying Strategy is needed to build on the findings of the LaMiLo project and encourage other policy decision makers (e.g. legislators, policy makers and funding bodies), logistics operators (e.g. collecting and delivering goods and services) and end users (e.g. public, private and not-for-profit organisations and residents receiving goods and services) in other cities to reduce the impacts of urban freight.

2.0 Lobbying Strategy

2.1 What is Lobbying?

Lobbying is a communication technique that attempts to influence legislators in setting the policy agenda by taking a more active approach than simply submitting a proposal to effect change. It provides an opportunity for interested parties to join together and form a collective group of voices. Characteristics of lobbying include open (two-way) communication by linking the interests of different stakeholders, creating win-win situations for all involved and investing in long-term relationships with key decision makers. Examples of lobbying include: face-to-face meetings with decision makers (including elected officials, funding providers and industry leaders), informal contacts at networking events, campaigns, activism, policy work, and protest.

Lobbying and advocacy are often used interchangeably. Advocacy has a broader meaning: it means publicising demands for change more widely than lobbying officials. It includes trying to persuade people to change their behaviour, pressing companies to change their activities or rules, or persuading the government to change its policies and laws. Examples of common advocacy / advocacy campaigns include:

- Demonstrations
- Petitions
- Press releases – press conferences
- Newspaper articles, editorial columns
- Media campaigns
- Lawsuits

2.2 Why is a lobbying strategy needed for Urban City Logistics?

The freight industry is a highly competitive market and margins for some operators are extremely tight. Research into the role of urban logistics has suggested the inefficiencies in the last mile can lead to more vehicle movements and more time spent on the road network, adding to congestion and pollution. PTEG[2] suggests the following as typical inefficiencies:

- Low load factors and empty running
- Multiple vehicles from various companies delivering goods to the same neighbourhoods or businesses
- A high number of low volume or weight deliveries made to individual premises within a given time period

[2] Passenger Transport Executive Group (2015) Delivering the Future: New approaches to urban freight

- Long dwell times at loading and unloading points, where these are located on-street

The LaMiLo project has designed, implemented, trialled and tested the feasibility of a variety of demonstration projects, including Urban Consolidation Centres and multi modal deliveries that can act as partial solutions to these problems. The results of such trials have demonstrated how they can be considered as a viable option in the much larger package of urban logistics solutions.

The outputs of the LaMiLo project illustrate the need for further collaboration and co-operation amongst policy decision makers, logistics operators and end users to effect a real change at the city level. The project's outputs aim to:

- Raise awareness of the LaMiLo project to key decision makers to influence their policy agendas
- Challenge existing constraints to sustainable delivery and servicing practices
- Promote the results of the demonstrator projects as examples of good practice to be transferred to other cities and regions.

2.3 How does a lobbying strategy work?

Recent events connected to the poor air quality levels in many of Europe's cities have led to a rise in the level of lobbying activity and resultant media coverage. The European Union's air quality levels are regularly breached in the UK and Paris. In the UK, a Supreme Court ruling in April 2015 that national government must publish a new air quality strategy that will bring the UK into line with legally binding limits on levels of harmful air pollution by the end of the year (2015).

Air quality levels are directly linked to transport emissions. Reducing transport emissions, either through the use of cleaner vehicles, fewer vehicles as a result of collaboration or consolidation activities, or re-timing deliveries to take place during quieter periods of the day or evening will contribute towards improved air quality.

The LaMiLo pilot projects have successfully designed, implemented and operated consolidation centres in urban areas. Such facilities have demonstrated the costs, trips and environmental savings associated with consolidation solutions. Whilst the media coverage focuses on the need to address the poor air quality levels through vehicle scrappage schemes and alternatively fuelled vehicle, the role of logistics as a potential solution has not yet been fully explored.

The table at Appendix 2 illustrates an example of how the link between logistics solutions and traditional 'quick-win' air quality reduction measures could form part of a lobbying strategy. The table highlights the relevant policy lever level, organisations to lobby and key messages.

2.4 What do we want the LaMiLo lobbying strategy to achieve?

- Raise awareness of freight and logistics issues with key stakeholders
- Ensure freight and logistics issues are kept on, and moved up, the (political) agenda
- Receive a commitment at a European, national, regional and local level to implement greener logistics
- Raise awareness of potential solutions and their benefits to encourage other businesses to this way of thinking
- Commit funding to support the implementation of logistics solutions
- Support for policy change to enable efficient and sustainable delivery and servicing activity
- Solutions to be embedded within procurement and planning processes

2.5 Who is the LaMiLo lobbying strategy aimed at?

The actions contained within this strategy are primarily aimed at the LaMiLo project partners and three different stakeholder groups are capable of implementing changes to the urban freight system. Allen[3] has identified the three groups as:

- Public **Policy Makers** who make changes to urban freight transport operations through the introduction of policy measures that force or encourage companies to alter their behaviour. This group also includes European cities and regions networking organisations (e.g. POLIS and Euro Cities).

- Freight transport companies, or **Logistics Operators**, that implement initiatives which reduce the impact of their freight operations because they derive some internal benefit from this change in behaviour. These benefits can be internal economic advantages from operating in a more environmentally or socially efficient manner, either through improved economic efficiency or through being able to enhance market share as a result of their environmental stance. Instances of company-led initiatives include increasing the vehicle load factor through the consolidation of urban freight, making deliveries before or after normal freight delivery hours, the implementation of IT for communications or planning purposes, improvements in the fuel efficiency of vehicles, and improvements in collection and delivery systems. Some of these initiatives are technology-related and some are concerned with freight transport companies reorganising their operations, and some involve change in the supply chain organisations.

[3] Allen, J et al, (2015) Sustainability strategies for city logistics, in Green logistics: Improving the environmental sustainability of logistics, Kogan Page, London.

- **End Users** as receivers of the supplies can exert a great deal of influence on urban supply chains, though only recently their role has been identified and exploited to foster urban freight sustainability. Inducing receivers to accept deliveries at night is at the core of the off-hour delivery project conducted in New York City. In London, ahead of the London 2012 Olympic and Paralympic, Transport for London ran trials of out-of-hours deliveries in partnership with local boroughs, the Freight Transport Association and the Noise Abatement Society. The trials covered a range of different locations, types of businesses and delivery restrictions[4]. Moreover, receivers could be encouraged to consolidate deliveries (e.g. Delivery Servicing Plans) or to stagger their deliveries. These examples of demand modification (i.e. freight demand management) could lead to dramatic improvements in sustainability.

2.6 What are the key LaMiLo lobbying messages?

The LaMiLo project has identified a list of messages that should be communicated as part of a lobbying campaign. The six key messages are:

1. Urban logistics is an integral part of daily life supporting our cities to become economically competitive and pleasant places to visit and live.
2. Collaboration of shippers, service providers and industry associations could be encouraged through positive incentives.
3. Dedicated rail freight service to centre stations and more outlying freight terminals could play a role in reducing city centre road freight.
4. Deliveries to different businesses based at the same location could be combined on to a single vehicle at an upstream consolidation centre.
5. Located in the right place, locker banks and collection points are a sustainable and convenient alternative to home and workplace deliveries for collection of online orders.
6. Introduction of Low Emission Zones and road space management policies is encouraging logistics providers and fleet operators to find alternative delivery and servicing solutions.

There are also a series of lobbying messages that can be adopted by different 'lobbying sources' (Policy Maker, Logistics Operator and End User) directed towards different 'lobbying targets' (Policy Maker, Logistics Operator and End User). These messages are outlined below:

Lobbying	Lobbying Target	Lobbying Message

[4] For more information please see https://tfl.gov.uk/info-for/freight/moving-freight-efficiently/retiming-and-out-of-hours-deliveries

Source		
1. Policy Maker	A. Other Policy Makers at regional, national and European levels.	i. Integrate urban logistics within Sustainable Urban Mobility Plans (SUMPs) rather than managed in isolation within Sustainable Urban Logistics Plans (SULPs). ii. Provide sufficient funding to implement solutions. iii. Monitor and enforce harmonised regional regulations between member states.
	B. Logistics Operators	i. Consolidate deliveries. ii. Initiate upstream collaboration. iii. Provide more options for end users to receive their deliveries. iv. Meet accreditation and safety standards set out in Construction Logistics Plans (CLP) and Delivery and Servicing Plans (DSP). v. Use cleaner and quieter vehicles and modes.
	C. End Users	i. Use the procurement and buying processes to state how, when and where they would like to receive their deliveries.
2. Logistics Operators	A. Policy Makers	i. Change access, noise and time restrictions (where feasible). ii. Support the uptake of cleaner vehicles and modes and iii. Provide consolidation solutions. iv. Support the use of harmonised Intelligent Traffic Management Systems across European cities. v. Provide suitable kerbside access and loading facilities.
3. End users	A. Policy makers	i. Introduce and enforce environmental zones. ii. Develop, introduce, and monitor standard requirements for logistics operators to adhere to make safe and environmentally sustainable deliveries.
	B. Logistics operators	i. Provide transparency with regards to the transport costs of receiving a delivery or service. ii. Provide options for receiving their delivery.

Table 1: Lobbying sources, targets and key messages

2.7 Communicating lobbying messages

Once the lobbying goals, messages and targets have been identified, it is important to build a communications plan to support the lobbying activity. The LaMiLo Communications Plan (available

at www.knowledgehub/lamiloproject.eu) provides an example. Two key elements to consider when developing a plan are:

- Identify stakeholder cost and benefits. The table in Appendix 3 illustrates the benefits to different target groups from implementing efficient last mile logistics solutions. Further research is needed to quantify the costs and benefits of different solutions to enable a more effective communications and awareness raising campaign to be implemented.
- Identify key questions and issues that would need to be addressed to produce an effective Communications Plan to support the Lobbying Strategy. The table in Appendix 4 illustrates this for the following categories of stakeholder groups:
    - Stakeholders to manage closely and gain full involvement and commitment – key players, high interest and power to make a change
    - Stakeholders to keep satisfied and build support – high power / influence but unlikely to be directly affected
    - Stakeholders to keep informed and build understanding – major users, day job will be highly impacted, need to explain rationale for the proposed interventions
    - Stakeholders to keep monitoring and build a general awareness – general population not directly involved or interested in the interventions

3.0 Sustainable Last Mile Logistics: policy measures and key stakeholder actions

3.1 Policy measures for sustainable last mile logistics

There is a lack of a clear set of sustainable freight or logistics strategies at the national government level within the LaMiLo project's countries. For example, in the UK, the last time the national government attempted to develop an overarching freight strategy was during the Labour Government in 1999, under the Department for Environment, Transport and the Regions.

The current emphasis in European cities to develop a Sustainable Urban Mobility Plan (SUMP) is resulting in SUMPs that focus on walking, cycling, car sharing and public transport whilst completely overlooking the role of urban freight and logistics. As part of the EU funded ENCLOSE project, some cities developed a Sustainable Urban Logistics Plan (SULP). However, what is needed is enhanced training and guidance for Policy Makers within local authorities (from departments such as transport, planning, health, environment, and procurement) to better understand the role of freight and logistics. This will enable urban mobility and urban logistics issues to be addressed within a single co-ordinated plan.

The LaMiLo project identified the following 12 LaMiLo Policy Measures available to policy makers, logistics operators and end users to tackle the inefficiencies and safety concerns relating to last mile logistics. These policy measures should be included within transport strategies and business plans at the organisational level:

LaMiLo Policy Measure	Description
Access, Noise & Time Window Restrictions	This involves the use of restrictions, initiated or supported by public administrations, both in time windows and road access, to restrict freight deliveries to certain times of the day or geographical areas. Noise regulations restrict the amount, duration and source of noise nuisance. It usually places restrictions for certain times within residential areas. 
Accreditation & Safety	Accreditation & Safety policies can encourage a change of behaviour through incentive based initiatives. For example, fleet operator recognition schemes are voluntary schemes designed to provide recognition, guidance and advice to road transport operators as a mechanism to raise standards in the freight sector. With the aim of improving road safety, driver training is delivered by public and private sector organisations to ensure that drivers have been trained to operate to the highest standards. 

LaMiLo Policy Measure	Description
Cleaner Transport Modes	Use of cleaner transport modes is a measure in which organisations actively choose to use an ultra-low or zero emission vehicle (such as electric, hybrid electric-plug in, hydrogen, or natural gas), or make deliveries using cargo-bikes, barge or on foot.  Cleaner modes of transport, including e-mobility and electric vehicles (EVs), provide a significant opportunity to address local negative externalities associated with the internal combustion engine (ICE) without constraining the vital role vehicles play.
Collaborative and Informed Working Practices	Collaborative and informed working policies can support the interaction of key stakeholders in a structured formalised approach such as Freight Quality Partnerships, and Charters, or in a less formal manner.  Freight Quality Partnerships bring together a wide range of freight stakeholders, including logistics operators, administrators, retailers, councils, freight shippers and trade associations to discuss relevant urban freight issues, and develop necessary action plans.
Consolidation Solutions	Urban freight consolidation solutions consist of collection and distribution hubs for freight reassignment. These solutions are often initiated or supported by the public sector to reduce the number of delivery vehicles, facilitate the efficiency of freight vehicles loading/unloading in delivery bays, reduce the congestion on streets and improve the quality of the service provided.  Large consolidation centres are typically established for receipt of goods on the edge of city centres, for consolidation and onward delivery often by sustainable transport into city centre areas. Smaller micro-consolidation centres are often centrally located. Other consolidation solutions include 'click and collect' or 'pick up and drop off points' where goods can be left for customer collection. This includes locker banks such as those operated by DHL, Amazon and InPost, as well as collection points such as Doddle. See Cross River Partnership's LaMiLo "Urban Railway Hub Freight Expansion Feasibility Study" Action 8 Output 3 (download at www.crossriverpartnership.com or www.knowledgehub/lamiloproject.eu) for more details including case studies, on these 'pick up and drop off point' consolidation solutions.

LaMiLo Policy Measure	Description
Construction Logistics Plans & Delivery Servicing Plans	Construction Logistics Plans (CLPs) and Delivery Servicing Plans (DSPs) involve city authorities working with organisations to develop and implement CLPs and DSPs for new businesses or changes in operations, with the scope to enable businesses to achieve efficiencies in deliveries, improve safety and reduce environmental impacts.  A CLP is tailored to development site requirements, a DSP is tailored to a building's requirements; and both consider the frequency of deliveries, legal loading, and best practice solutions for sustainable delivery methods and consolidation.
Environmental Zones	Environmental Zones involve the restriction of access, for example to city centres, for the most polluting vehicles in order to reduce vehicle emissions, noise, congestion and other negative environmental impacts, and thus enhance quality of life. Unlike other types of access restrictions, Environmental Zones apply at all times, 24 hours a day, 365 days a year. 
Freight in Strategies and Plans	Freight in Strategies and Plans policies make explicit reference to the need for 'freight' to addressed both within and across multiple policies including transport, planning, economic development, environmental, health & wellbeing and procurement. 
Harmonisation of Regulations at Regional Level	Harmonisation of regulations at regional level promotes consistent and clear policy and guidelines across a city. The consistent regulations could cover Delivery Service Plan guidelines and planning conditions, urban goods movements, traffic orders or access controls, and council supplementary planning guidance. The measure aims to reduce confusion, conflicting information and infringements, improve air quality and public health while increasing economic performance. 
Intelligent Traffic Management System	This measure involves the use of an Intelligent Traffic Management (ITM) system for access control and route guidance.  ITM can be divided into: • Freight transport management systems (e.g. fleet management systems, and tracking and tracing systems) • Traffic management systems (e.g. access control systems, traffic management, and information systems).

LaMiLo Policy Measure	Description
Kerbside access and loading restrictions	Kerbside access and loading restrictions offer access to loading bays to whose operators who meet certain criteria set by public administrations, as well as an incentive towards the use of "cleaner" vehicles. The restrictions may cover time, vehicle size or vehicle type and have a direct impact on the environment, economy and energy efficiency. 
Sustainable Procurement	Sustainable procurement is defined as a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating multiple benefits, whilst minimising damage to the environment. 

Allen et al[5] present seven initiatives (and their intentions) to address urban freight which includes both the demand management measures included above, as well as wider infrastructure management solutions. These initiatives are presented in Appendix 1.

Both lists should be considered when lobbying policy actors for voluntary, technical and regulatory change.

[5] Allen, J et al, (2015) Sustainability strategies for city logistics, in Green logistics: Improving the environmental sustainability of logistics, Kogan Page, London.

3.2 Key stakeholder actions to achieve more sustainable last mile logistics

Lessons from the LaMiLo demonstration projects and research have shown a number of actions should be implemented to support and promote more efficient and sustainable last mile logistics[6].

These actions are outlined in Tables 2-4 below. Each table addresses the actions for a different stakeholder group: Policy Makers, Logistics Operators and End Users. Some actions are shared across multiple stakeholder groups.

Table 2: Actions aimed at **Policy Makers**

Category	Action to be addressed by Policy Makers
Data collection	Provide transparent financial, environmental and social costs and benefits of delivering goods and services to help inform end users procurement decisions around the uptake of last mile logistics solutions.
	Analyse data and information from logistics operators to inform the development of future policies, programmes and strategies.
	Share data on the effectiveness of last mile logistics solutions to inform the continued development and implementation of successful policy measures.
	Establish a common data collection approach to enable comparisons between cities and countries to be undertaken.

[6] For more details please see Cross River Partnership's 'Public Sector Influence on Last Mile Logistics. Action 8. Output 5.' The report is available to download from www.crossriverpartnership.org or www.knowledgehub.lamiloproject.eu.

Category	Action to be addressed by Policy Makers
Strategy, Policies and Programmes	Seek to implement multiple last mile logistics solutions to support each other, e.g. introduce cleaner transport methods including modal shift, alongside other policy measures, to achieve greater environmental benefit.
	Integrate urban logistics solutions within Sustainable Urban Mobility Plans (SUMPs) rather than manage in isolation within Sustainable Urban Logistics Plans (SULPs).
	Identify and safeguard public land for last mile logistics solutions e.g. for consolidation centres, multi-modal freight transfer, locker banks,
	Specify the use of Low Emission Commercial Vehicles and safer trucks within their procurement practices. Prioritise which vehicles can enter city areas (e.g. Euro 6, trucks aged less than 'x' years or only vehicles sold after a particular year can enter the city).
	Introduce positive incentives to encourage logistics operators to consolidate goods from different suppliers within their vehicles.
	Provide clear accessible guidance about last mile logistics solutions to end users and others to support rapid adoption and high compliance rates, and therefore ensure maximum benefits are achieved.
Regulations, Restrictions and Enforcement	Review city access restrictions and other regulations and policies to identify opportunities for change. Use this information to engage with Logistics Operators about changing access, noise and time restrictions (where feasible).
	Introduce 'multi use streets' to accommodate different users or harmonised Intelligent Traffic Management Systems (e.g. 08.00 to 10.00 general (or bus) traffic, 10.00 to 17.00 loading / unloading activities, 17.00 to 21.00 general (or bus) traffic, 21.00 to 08.00 residential parking).
	Use variable messages signs, rising bollards and intelligent cat's eye (reflecting different colours depending on road restriction) to inform road users about changes to street use.
	Provide and enforce suitable kerbside access and loading facilities.
	Introduce and enforce environmental zones within cities in an effort to reduce emissions associated with last mile delivery vehicles.
	Enforce last mile restrictions and policies in order to maximise their benefits. Work within existing regulations and develop new regulations to accommodate this as necessary.

Category	Action to be addressed by Policy Makers
Funding	Identify and safeguard financial resources to fund various last mile logistics solution trials on a temporary basis with a view to them being embedded as business as usual in the long term. Lobby for continued funding to be made available from regional, national and European sources.
Communications, Engagement and Stakeholder Relationships	Actively engage stakeholders in the design, development, implementation and review of last mile logistics solutions. Ensure political support.
	Design and implement a public awareness campaign about the environmental and social impacts associated with rising numbers of unconsolidated deliveries.
	Communicate costs and benefits of last mile logistics solutions to all stakeholders, and implement a last mile logistics awareness raising campaign to achieve behaviour change.
	Work with retailers to promote and facilitate Click & Collect, Collect+, Doddle and locker banks collection points as alternative daytime delivery destinations to reduce the number of deliveries to the workplace and failed deliveries.
	Establish and maintain a network of European cities that work together on exchanging good practice, sharing information and data, benchmarking last mile logistics solutions and collectively lobby the European Parliament for new or revised regulatory change (where appropriate).
Acting as a Champion	'Lead the Way': Become a Last Mile Logistics Lead Organisation and initiate last mile solutions, ensuring consistency across policy areas. Identify 'Last Mile Logistics Champions' within the organisation to drive forward the solutions, and get others on board.
Knowledge Transfer	Keep last mile logistics policy measures up to date with an annual review to reflect changes in technology, cleaner modes of transport, the environment, economy and society.

Table 3: Actions aimed at **Logistics Operators**

Category	Action to be addressed by Logistics Operators
Data	Share data (anonymously) and information with Policy Makers to enable them to have a better understanding of the financial, environmental and social costs and benefits of delivering goods and services. This will result in the development of more effective regulations, policies, programmes and strategies.
Strategy, Business Plan and Projects	Ensure sustainable last mile logistics solutions are part of the organisation's wider business plan.
	Consolidate deliveries and undertake upstream collaboration. Provide more options for End Users to receive their deliveries. Meet accreditation and safety standards as set out in Construction Logistics Plans, Delivery and Servicing Plans and contractual arrangements.
	Work with retailers to decrease the size of packaging to enable goods to fit through a recipient's letterbox (where feasible) which can be delivered on the first attempt.
	Seek to implement multiple last mile logistics solutions to support each other, for example introduce cleaner transport methods including modal shift, alongside other policy measures, to achieve greater environmental benefit.
Regulations, Restrictions and Enforcement	Review city access and timing restrictions and other regulations and policies to identify those that affect the efficient delivery of goods and services. Present this information to the Policy Makers and lobby for change (where required).
	Lobby Policy Makers for harmonised regulations across all EU member states to enable fair competition. Current areas to focus on include: dimensions and weights of cargo bikes and their registration and operating status in each country and weight of electric batteries on commercial vehicles and whether it should be included in the total vehicle weight.
Funding	Request Policy Makers allocate a pot of funding to enable new logistics solutions to be designed, implemented and tested in urban areas.

Category	Action to be addressed by Logistics Operators
Communications, Engagement and Stakeholder Relationships	Actively engage with Policy Makers and End Users to share experiences of and expectations about last mile deliveries, to help design, develop, implement and review sustainable logistics solutions.
	Provide End Users with more delivery options, including more defined time slots, opportunities for deliveries to be sent to a Click & Click, Collect+, Doddle or collection point facility. Provide clear guidance for use of these alternative delivery solutions to enhance take up.
	Use technology to enable delivery drivers to communicate with End Users in real time to enable end users to manage their deliveries around their daily schedule. Improved communication can help to reduce the number of failed deliveries.
	Provide End Users with more transparency about delivery costs in an attempt to address the myth about 'free delivery'.
	Seek political support to enable new facilities (i.e. sufficient land for consolidation centres, locker banks, multi-modal transfer stations) to be implemented in urban areas.
Acting as a Champion	'Lead the Way': Become a Last Mile Logistics Lead Organisation and initiate last mile solutions, ensuring consistency across policy areas. Identify 'Last Mile Logistics Champions' within the organisation to drive forward the solutions, and get others on board.
	Use environmentally cleaner and quieter vehicles and modes.
Knowledge Transfer	Keep last mile logistics policy measures up to date with an annual review to reflect changes in technology, cleaner modes of transport, the environment, economy and society.

Table 4: Actions aimed at **End Users**

Category	Action to be addressed by End Users
Data	Record and share data with Policy Makers relating to the number of deliveries placed, and the frequency and size of orders etc. to enable better visualisation of the impacts of deliveries in urban areas.
Strategy, Business Plans and Projects	Include a clear procurement strategy in the organisation's business plan stating how, when and where deliveries should be made.
	Request more delivery options within contracts for goods and services, with clear and transparent costs for the different last mile delivery options.
	Design and implement a Delivery and Servicing Plan (DSP) to better manage deliveries to, and servicing activity at the workplace.
Regulations, Restrictions and Enforcement	Enforce contractual requirements with regards to last mile deliveries as part of the procurement process.
Funding	Lobby Policy Makers for funding to be made available for organisations to support the implementation of last mile solutions – e.g. to implement unattended locker banks, e.g. to provide support and guidance on how to embed sustainable logistics requirements within contracts.
Communications, Engagement and Stakeholder Relationships	Actively engage with Policy Makers and Logistics Operators to share experiences of and expectations about last mile deliveries, to help design, develop, implement and review sustainable logistics solutions.
	Act on the communications and engagement messages within this strategy to introduce new procedures for reducing the organisation's impact on urban freight.
	Develop relationships with neighbouring organisations and identify opportunities to introduce collective and collaborative procurement practices.

Category	Action to be addressed by End Users
Acting as a Champion	'Lead the Way': Become a Last Mile Logistics Lead Organisation and initiate last mile solutions, ensuring consistency across policy areas. Identify 'Last Mile Logistics Champions' within the organisation to drive forward the solutions, and get others on board.
	Organisations to implement and enforce their Delivery and Servicing Plans in an effort to demonstrate how they are reducing their impacts of urban freight
Knowledge Transfer	Share experiences of designing and implementing last mile solutions to reduce the impacts of urban freight deliveries.

4.0 Next Steps

This report has presented the overall lobbying goals and messages, and specific messages and actions for key stakeholder groups arising from the LaMiLo project.

Organisations should now take these messages and actions and apply them to their own cities. A Step-by-Step Guide to implementing a lobbying strategy is provided at Appendix 5, which the individual steps that should be followed by the organisations when planning to implement their lobbying strategy at the local level.

The following five key next steps should be undertaken by cities, in order to achieve more sustainable last mile logistics:

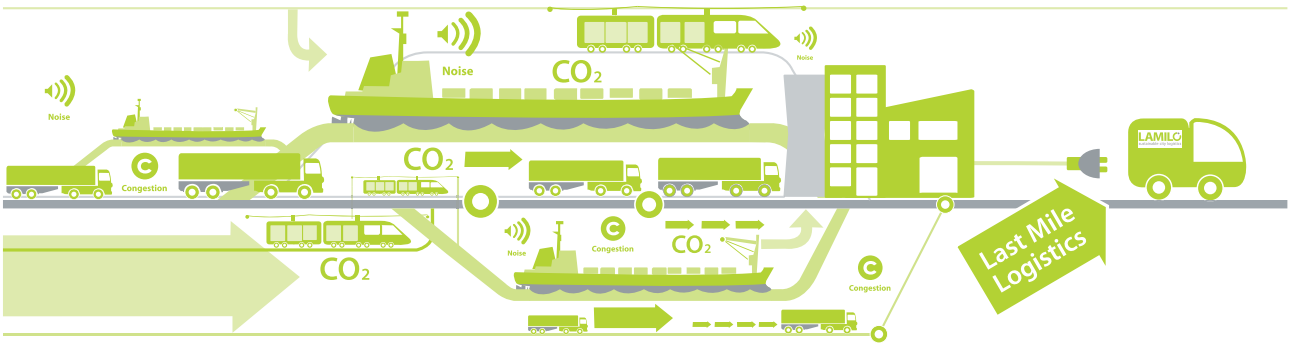
1. **Engage.** Understand who your last mile stakeholders are. Join existing stakeholder forums, or develop new forums as appropriate. Stakeholders, including logistics operators and end users, will be key to the success of any attempt to improve the impact of last mile logistics in your city.

2. **Explore.** Explore existing policies that influence your cities last mile logistics. Identify whether existing policies have the desired effects. Look at other cities experiences and what has worked for them.

3. **Improve**. Review, revise and expand your policy measures into a plan to reduce the impact of last mile logistics in your city. Take a strategic approach, working with other local, sub-regional and regional stakeholders to ensure policies work with each other, not against each other.

4. **Go for it.** Implement your policies; Lead the Way. Remember that many policy measures will support each other.

5. **Connect and share.** Share your experiences and findings with local, sub-regional, regional, national, and international interested parties. The more we know about what does and does not work, the sooner we will be able to make a significant impact on the problems of air pollution, noise, traffic congestion, and road safety associated with last mile logistics. This will result in our cities becoming more economically competitive and more pleasant places to be.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Last Mile Logistics

Appendix 1: Seven initiatives to tackle urban freight

Initiative	Intention
Infrastructure management	Intended to enhance freight mobility and are often necessary due to increases in vehicle size and general traffic levels
Parking / loading areas management	Intended to improve the way in which loading and parking space used by freight vehicles for collection and deliveries are used. They include loading time restrictions, parking reservation systems and the creation of loading zones
Vehicle related initiatives	Intended to improve environmental conditions by fostering the use of technology and practices that reduce the negative externalities caused by freight vehicles. They include engine emission standards, and noise reduction programmes
Traffic management	Intended to improve traffic conditions using techniques from traffic engineering and control. They include vehicle access restrictions (such as vehicle size and weight restrictions, truck routes, and low emission zones), time restrictions and traffic control and lane management
Pricing incentives and taxation	Intended to use monetary signals to achieve public policy goals such as revenue gathering, fostering the use of emerging technologies and demand management. They include road pricing, parking charges, financial incentives for supply chain partners to take specific actions, and certification and recognition programmes
Logistical management	Intended to alter the way in which delivery and collection work is carried out to reduce negative externalities, so that commercial activity is more consistent with liveability and sustainability goals. They include the use of urban consolidation centres, locker banks, timed collections and deliveries, intelligent transport systems, driver training programmes and vehicle anti-idling programmes
Freight demand / land-use management	Intended to focus on changing the underlying demand for freight transport rather than modifying logistical activities or vehicle traffic. Such strategies include voluntary out-of-hours deliveries, staggered work hours programmes, receiver-led consolidation, mode shift, land-use policy and the relocation of large traffic generators

Allen, J et al, (2015) Sustainability strategies for city logistics, in Green logistics: Improving the environmental sustainability of logistics, Kogan Page, London.

Appendix 2: UK example of how to incorporate last mile logistics lobbying messages into an air quality and transport emissions reduction policy:

Issue(s) to be addressed	Policy Lever Level	Organisations to lobby	Lobbying Messages
Not meeting legal air quality safety limits in some European cities There were 9,416 early deaths in London caused by the pollutants NO2 and PM2.5 Gas is largely created by diesel cars, lorries and buses and affects lung capacity and growth Major	Local / Regional / National	Local Government Association / London Councils / London Boroughs	- British Vehicle Rental and Leasing Association (BVRLA) calls for the implementation of the London ULEZ to be brought forward from 2020 (8). - Consolidation centres are effective in reducing the number of diesel vehicle movements within central areas - Consolidation centres need to be supported in Local Planning documents to ensure sufficient space is available - Public sector procurement frameworks to make reference to alternative delivery options and costs - Calls for a diesel ban in cities
	National Government	HM Treasury / Department of Transport / DEFRA / Department of Health / Public Health England	- Calls for a diesel car scrappage scheme to tackle pollution (Mayor of London) - Implementation of an Ultra Low Emission Zone (ULEZ) from 2020 in Central London (Mayor of London) - Widespread road pricing to replace motoring taxation such as fuel duty and vehicle excise duty (Mayor of London) - The market for low carbon vehicles needs to be financially stimulated because of the cost of ownership of alternatively fuelled vehicles. - Financial charge for non-compliance of vehicles meeting air quality levels should be increased - Review Vehicle Excise Duty - Phase out high polluting diesel vehicles BUT at the same time provide infrastructure and incentives required to support the uptake of cleaner, low emission alternatives. - Continual breach of limits could lead to fines of hundreds of millions of euros.
	European level	European Parliament / European Environment Agency / World Health Organisation Europe / Transport & Environment	- Different European standards for vehicle emissions, which aim to reduce emissions across the whole fleet. - Calls for harmonisation of these standards - Euro standards have so far failed to reduce NO2 from diesel vehicles – time for a new type of standard or tighten up the testing methods of the existing standard - Euro 6 standard testing is inadequate and some certified Euro 6 diesel cars emit several times more pollution than the standard allows in real urban driving

[8] London Assembly Environment Committee report on air quality, 24 July 2015 [http://www.bvrla.co.uk/news/london-assembly-environment-committee-report-air-quality]

public health impact equates to billions of pounds7	Industry & Business	BVRLA (British Vehicle Rental and Leasing Association)	- Leasing companies to offer more options about trialling and testing a wider choice of alternatively fuelled vehicles in the short term.
		Freight transport operators	- Call on freight operators to introduce low emission vehicles within their fleets - Smarter freight management to reduce the distance driven - Use a consolidation centre to reduce the distance driven
		Vehicle Manufacturers	- Work to promote cleaner technologies for HGVs, such as hybrid, electric and fuel cell drives - Current shortage of zero-emission-capable taxi models available on the market – issue for HGVs is worse
		Refuelling infrastructure providers	- London doesn't have enough electric vehicle charging points - Using a consolidation centres means finding a charging point is no longer an issue as most centres have space for at least a couple of vehicles.

*Please refer to Appendix 3 for an overview of the key stakeholders and interest level.

[7] London Assembly, Driving away from diesel: Reducing air pollution from diesel vehicles, 2015.

Appendix 3: Examples of target groups and benefits from improved urban city logistics

Policy Measure	Benefits from Improved Urban City Logistics		
	Logistics Operator	Policy Maker	End User
Access, Noise & Time Window Restrictions	If a Logistics Operator meets access, noise and time window restriction criteria, they will have a competitive advantage over other Logistics Operators.	Number of vehicle trips will reduce in city centre during restricted hours which will help improve air quality, and help improve road safety. Possible revenue increase in relation to payment of fines for non-compliance with restrictions. Can support the introduction of other last mile logistics policy measures. Enables more efficient use of the road.	For time restrictions – transporters will use specific pre agreed time windows for deliveries which allows businesses to plan more effectively.
Accreditation & Safety	Being part of an accreditation scheme, or able to demonstrate the take up of enhanced safety standards, provides assurance to Logistics Operator's clients. This could help to meet client's procurement policies and / or Corporate Social Responsibility scheme. Help improve efficiency and reduce fuel consumption therefore making cost savings. Help meet legislative requirements. Logistics Operator may be able to access funding to support their participation in accreditation schemes, or to make changes required to meet	Can support the introduction of other last mile logistics policy measures e.g. cleaner transport, noise restrictions. Will ultimately lead to cleaner and safer vehicle trips, meeting carbon reduction and safety targets.	Accreditation schemes will provide assurance to End Users that their transporters are meeting a set of clearly defined attributes, potentially helping them to meet their Corporate Social Responsibility agenda, or assist in the scope 3 emissions reporting.

	enhanced safety standards.		
Policy Measure	**Benefits from Improved Urban City Logistics**		
	Logistics Operator	**Policy Maker**	**End User**
Cleaner Transport Modes	Cleaner Transport Modes may enable Logistics Operator to comply with city access, noise and time window restrictions. Cleaner Transport Modes may enable Logistics Operator to meet their clients' Sustainable Procurement policies. Logistics Operator may be able to access funding to support their take up of Cleaner Transport Modes.	Cleaner Transport Modes will ensure a greater proportion of vehicle trips will make little or no contribution to local air pollution. Can support the introduction of other last mile logistics policy measures. Cleaner Transport Modes will reduce traffic noise, enabling off peak deliveries to be considered by policy makers.	Deliveries made using Cleaner Transport Modes will assist end users in achieving Corporate Social Responsibility agendas, meeting emissions targets (required through scope 3 reporting). Reduction in polluting vehicle trips will lead to an improvement to the public realm, which will enhance the experience of the area.
Collaborative and Informed Working	Being an official member of a representative working group will enable the Logistics Operator to raise awareness of their own objectives and barriers, and to understand those of other stakeholders. Liaison with more informed stakeholders should contribute to more sustainable city logistics solutions.	Being an official member of a representative working group will enable the Policy Maker to raise awareness of their drivers, objectives and barriers, and to understand those of other stakeholders. Can support the introduction of other last mile logistics policy measures e.g. access, noise and time window restrictions. Will ultimately lead to cleaner and safer vehicle trips, meeting carbon reduction and safety targets.	Being an official member of a representative working group will enable the End User to raise awareness of their own objectives and barriers, and to understand those of other stakeholders.

Policy Measure	Benefits from Improved Urban City Logistics		
	Logistics Operator	Policy Maker	End User
Consolidation Solution	Efficiency of deliveries will improve as the consolidation of freight flows increases, so reducing delivery costs. Use of consolidation centre will mean transporter does not need to enter the city centre and so may avoid access restrictions and associated costs. The consolidation centre itself can act as a driver-stop with facilities for breaks.	Number of polluting vehicle trips will reduce in city centre which will help improve air quality, and help improve road safety.	Deliveries from a consolidation centre will mean the end user has a greater degree of control over when, where and how their deliveries will be made. Reduction in vehicle trips will lead to an improvement to the public realm, which will enhance the experience of the area.
Construction Logistics Plans & Delivery Servicing Plans	A CLP/DSP will encourage an efficient system of deliveries to site which should mean the Logistics Operator is able to plan their deliveries more effectively.	An effective CLP/DSP can embed other policy measures such as use of consolidation solutions; access, noise and time window restrictions, cleaner transport, sustainable procurement.	The End User becomes knowledgeable about the impact of their deliveries, including the financial cost to them. By setting and monitoring targets, and implementing a Plan the End User will be able to clearly articulate the reduction in impact of their delivery and servicing activities. Once adopted there will be less freight traffic in the local area, reduced traffic congestion, positive impacts on air pollution, safer pedestrian and cyclist environment. Individual end users will save money with, lower operating costs, could save money by buying goods in bulk with other companies, be seen as a good neighbour, achieve corporate social responsibility objective, free up time staff spend receiving goods and procurement activities, use loading bays efficiently, improve security of deliveries & servicing, improve safety by reducing the number of vehicle movements, gain environmental credentials.

Policy Measure	Benefits from Improved Urban City Logistics		
	Logistics Operator	Policy Maker	End User
Environmental Zone	Provides a clear and consistent policy covering the whole city.	Reduced emissions will reduce the amount of air pollution within the city, with positive consequences for the quality of the city experience, the environment and the health of the citizens. Will encourage a more efficient, less polluting urban distribution system.	The End User will benefit from a reduction in air pollution, including particulate matter which can contribute to asthma, heart and lung disease, other respiratory illnesses and even early death.
Freight in Strategies and Plans	Ensuring local logistics requirements are reflected in land use plans means Logistics Operator will benefit from space being safeguarded for logistics purposes. Ensuring the needs of the logistics industry is addressed consistently throughout different policy documents, should lead to clarity and consistency that will be of benefit to the Logistics Operator.	Ensuring land is safeguarded for logistics purposes will ensure last mile logistics solutions have options beyond what is available through the market. Aligning freight requirements throughout all relevant policy documents will reinforce policy measures, and ensure an embedded consistent approach to freight is taken.	There is no direct impact on the End User, but they will generally benefit from more effective sustainable freight management and last mile logistics solutions.
Harmonisation of Regulations at Regional Level	Harmonised regulations will lead to less confusion, increased compliance with associated reduction in financial penalties, more streamlined deliveries between regions reducing environmental impact. Harmonised regulations between cities will enable a level playing field where all logistics operators must work within the same regulatory parameters.	Harmonised regulations across regions should increase compliance levels. Harmonised regulations should enable harmonised implementation, review and enforcement activities across regions, spreading the costs, and achieving greater value for money.	Harmonised regulations across regions will be clearer for end users, reducing the potential for non-compliance of regulations, which may result in less financial penalties being incurred and passed onto End User.

Policy Measure	Benefits from Improved Urban City Logistics		
	Logistics Operator	Policy Maker	End User
Intelligent Traffic Management System	Traffic Management Systems may enable Logistics Operator to use additional road space during certain times, enabling quicker delivery times. Freight transport management system could improve fleet efficiency, reduce fuel costs, reduce driver hours.	Traffic Management Systems provide opportunities for maximisation of road space for the benefit of all users. Traffic Management Systems should reduce traffic congestion and so reduce air pollution.	The End User will benefit from a more pleasant environment.
Kerbside Access & Loading Restriction	If a Logistics Operator meets kerbside access and loading restriction criteria, they will have a competitive advantage over other transporters.	Possible revenue increase in relation to payment of fines for non-compliance with restrictions. Can support the introduction of other last mile logistics policy measures. Enables more efficient use of the road.	For time restrictions – Logistics Operator will use specific pre agreed window of time for deliveries which allows businesses to plan more effectively.
Sustainable Procurement	If a transporter meets the client's sustainable procurement criteria, they will have a competitive advantage over other Logistics Operators.	Can support the introduction of other last mile logistics policy measures.	Where the end user is the procurer of goods, they will be able to influence their supply chain through their sustainable procurement policies, enabling them to impact positively on their scope 3 GHG emissions reporting requirements, and to contribute positively to their Corporate Social Responsibility agenda. Can support other End User led last mile logistics policy measures e.g. Delivery & Servicing Plans. A review of procurement policy can lead to more effective and efficient use of procurer's resources.

Other key stakeholder groups include construction companies of major projects, BIDS, businesses in all sectors including retailer, consumers, politicians, landowners, academics.

Appendix 4: Example of a Communications Plan

Stakeholder Name/Group	Objectives - what do we want them to...?	Communication requirements & risks/barriers	Risks, what might prevent	Key Channels (people/media)
Stakeholders to manage closely and gain full involvement and commitment – key players, high interest and power to make a change				
• Government • Consolidation centres • Efficient Freight solutions • Freight Consolidation centre/ urban distribution centres • Out of hours delivery • Logistics service centre • Cycle logistics • Smarter routing • Waterways • Rail Freight • Canal barges • Post receiving boxes (even if customer is not at home) • Click and collect	Feel... - E.g. Confident in project delivering the right change for their area Know... - E.g. What the project is delivering and how it will make a difference (including imperative for change) Do... - E.g. Be Fully involved and influential in making the change happen	• Clarity on partners role • Regular focused updates • Tangible evidence of progress • Confidence in supporting evidence and data • Confidence that the project is doing all the wider engagements necessary • Need Transparency with pricing including for e-commerce and delivery chain • Need clarity on state aid requirements • Need for harmonisation of regulations • Procurement • Include freight element to Sustainable Urban Mobility Studies	• Competing priorities in own Countries • Insufficient understanding or interest in project • Project changes disrupt their work • Ineffective communications and engagement • State aid rules, are these restrictive? • Are there risks securing DSP through planning processes? • Mass media reaches a much larger audience but project could lose control over message. Policy makers will be influenced by mass media e.g.: TV/ radio interviews, TV/ radio spots, news stories • Face to Face reaches a relatively small number of people, but they can provide visual feedback	• 1:1 Meetings • Monthly briefings • Project communication • Printed audio- visual materials- most common way of communicating with policy makers • Information materials from LaMiLo project • Briefing paper • Policy briefs • Brochures • Letters to policy makers • reports • Mass media • Face to Face • Meetings • Conferences

Stakeholder Name/Group	Objectives - what do we want them to...?	Communication requirements & risks/barriers	Risks, what might prevent	Key Channels (people/media)
Stakeholders to keep satisfied and build support – high power / influence but unlikely to be directly affected				
• E- commerce deliveries • Project Managers • Project Partners • Government (EU, national, regional, local) • Rail operators • Retail Groups • Business & Representative Groups • Business Improvement- Districts • Distribution service points • Landowners • Construction companies • Environmental Groups	Feel... - E.g. Confident in project delivering the right change for their area Know... - E.g. What the project is delivering and how it will make a difference (including imperative for change) Do... - E.g. Be Fully involved and influential in making the change happen	• Regular project updates • How will funding be distributed? • How will dissemination take place? • Will there be a supporting economy?	• Lack of understanding of what is expected of them • Cost transparency • Transparency of pricing points • Regulations are confusing for traffic enforcement • Social/ professional can be valuable but should be used sparingly e.g., Friendships, social events, trusted associates	• Monthly briefings • Books • Evaluation reports • Videos • Websites • blogs • Study tours • Presentations • Debates • Social • Social media • Professional contacts • Road shows • Workshops • Partnership events • Multi disciplinary events • Training events / manuals

Stakeholder Name/Group	Objectives - what do we want them to...?	Communication requirements & risks/barriers	Risks, what might prevent	Key Channels (people/media)
Stakeholders to keep informed and build understanding – major users, day job will be highly impacted, need to explain rationale for the proposed interventions				
• Click and collect/ Locker collections • Out of hours delivery / retiming Partners in other EU projects • Delivery Companies • Accreditation bodies (Eco stars / FORS) • Publishers • Freight Quality Partnerships Freight operators • EV suppliers	Feel... - E.g. Confident that project is delivering right change for the business Know... - E.g. How the project is progressing, including any change to realising the benefits Do... - E.g. Make informed decisions that help to progress the programme	• Accurate, well presented updates on the project • To be engaged at the right level	• Lack of coherence between the groups • Conflicts of interest • Competing priorities	• Monthly briefings • Add agenda items to existing meeting • Review existing communications plans • Sub regional partnership meetings • Freight forums • Incubator fund meetings • Roads task force • Emails • Internet briefings • Management blogs • Magazine articles • Feedback

Stakeholder Name/Group	Objectives - what do we want them to...?	Communication requirements & risks/barriers	Risks, what might prevent	Key Channels (people/media)
Stakeholders to keep monitoring and build a general awareness – general population not directly involved or interested in the interventions				
• Other functions - e.g. legal, communications etc. • Universities • Businesses	Feel... - E.g. Informed and 'in the know' about the changes Know... - E.g. What they need to do to support the project Do... - E.g. Take the necessary actions to support the project	• The right level of information at the right time	• Competing priorities • Lack of buy-in or interest in the project • Project not a priority	• Emails • Internet briefings • Management blogs • Magazine articles • Feedback

Appendix 5. Step-by-Step Guide: Implementing a Lobbying Strategy

The following table illustrates the individual steps that should be followed by the LaMiLo partners, and others when planning to implement their lobbying strategy at the local level.

Stage 1: Find out as much as possible about the person / organisation being lobbied.	To avoid any unnecessary embarrassment, find out as much information as possible about the person(s) or organisation(s) that are the subject of the lobbying. Find out details about the individual's background, area they are elected from, what subjects s/he specialises in, and what s/he may have previous said about last mile logistics or transport more generally. Find out if there are any local NGO groups (e.g. Friends of the Earth) that could be linked to the work taking place at the last mile.
Stage 2: Produce a detailed briefing	Before any meeting takes place, ensure all the information, facts, figures, quotes and background research is available to assist the preparation stage. Go through the relevant materials and produce a detailed briefing note. The various arguments should be drafted in advance and rehearsed. Remember key anecdotes or evidence of the benefits of last mile logistics particularly any reference to statistics, numbers or budgetary costs and benefits.
Stage 3: Timing	Find out the timetable of the decision making process to record the dates of when the debates about transport issues / parking / freight and servicing deliveries / congestion / air quality are going to take place.
Stage 4; Targeting the right individual	Carry out some research into the organisational structure to better understand who the key decision makers are within the organisation and target that person from the outset. Don't waste time and effort trying to engage with someone who isn't interested or is not senior enough within the organisation to be able to make a decision.
Stage 5: Well planned	Instead of confronting the person with a direct question from the outset, adopt a more relaxed approach and start the conversation with some small talk. For example, start off by asking non-confrontational / controversial questions and lead up to the tougher questions. Keep questions concise and to the point. Invite the individual to provide comments at regular intervals. Prepare a briefing in advance as a hand-out to leave with the individual. The note can include more complex information, particularly about costs and benefits of introducing last mile logistics solutions.
Stage 6: Remember manners	Keep calm and don't get angry about any comments made in relation to the questions asked. Fighting back the person who is being lobbied may result in no further interviews or access to much needed information and data. Any plans to take a colleague to the meeting should be discussed with the person

	being lobbied in advance.
Stage 7: Adopt a careful communications strategy	Good media can lead to useful lobbying, however, speaking to the media before discussing issues with the person being lobbied could result in other members of staff being unwilling to participate in meetings to discuss the subject in more detail.
Stage 8: Draft motions or amendments or items for legislation in advance	Preparing relevant questions, briefing notes, motions, amendments or items for legislation in advance is time consuming but may save more time in the long term as elected officials and industry representatives will know from the outset the benefits of last mile logistics and are more likely to adopt it. Offer to supply regular, well researched and well written briefings that can be used to maintain interest in the subject.
Stage 9: Maintain a virtual reference and key contacts library	All the briefing notes and information collected should be maintained in a virtual reference library. This enables quick access to important materials to be used to respond to questions and queries. Use a good retrieval system to enable items to be found in the virtual library. Maintain a record of the key stakeholders to be contacted and make a note of their views. Where possible, ask them to supply quotes supporting the need for last mile logistics solutions and encourage them to become ambassadors / last mile champions.
Stage 10: Spread the word	Be careful about which tools to use, but raise the profile of last mile logistics up the political agenda. Case studies are a very effective tool in passing on small amounts of information about a particular example. Produce a bank of case studies aimed at different stakeholders.

Based on M. Meadowcroft, Effective Lobbying Strategies, http://www.bramley.demon.co.uk/currentaffairs/lobbying.html (accessed 28.07.15)

This report has been prepared by Cross River Partnership (CRP), and Transport for London (TfL).

CRP is a public-private partnership that has been delivering regeneration projects in London since 1994. For more information on CRP please go to www.crossriverpartnership.org or contact crossriver@westminster.gov.uk.

TfL is the local government organisation responsible for most aspects of London's transport system. For more information on TfL please go to www.tfl.gov.uk.

Cross River Partnership and Transport for London would like to thank all LaMiLo partners for their input into this report.

The following reports have been prepared by Cross River Partnership as part of the LaMiLo project:

- **LaMiLo City Policy Review. Action 8. Output 1.**
- **Urban Railway Hub Freight Expansion Feasibility Study. Action 8. Output 3.**
- **End User Perspectives on Last Mile Logistics. Action 8. Output 4.**
- **Public Sector Influence on Last Mile Logistics. Action 8. Output 5.**
- **Lobbying Strategy for Sustainable Last Mile Logistics. Action 8. Output 6.**

August 2015.