



**CROSS RIVER**  
PARTNERSHIP

# Cross River Partnership

## Delivering London's Future Together

Annual Report and Business Plan 2016/17/18



CRP is a truly public-private partnership and as such has a Co-Chairing arrangement. Councillor Wendy Hyde, from the City of London Corporation is the CRP Board public sector Co-Chair, and Simon Pitkeathley, Chief Executive of Camden Town Unlimited BID and Euston Town BID, is the CRP Board private sector Co-Chair.

“The City of London Corporation is proud to support Cross River Partnership alongside other central London boroughs, strategic agencies and BIDs. Cross River Partnership is delivering innovative programmes tackling topics high up the City’s agenda, such as air quality, healthy streets, jobs and opportunities for all.”



Councillor Wendy Hyde  
City of London Corporation  
CRP Board Co-Chair

“I look forward to ensuring that Cross River Partnership’s delivery programmes continue to focus on the Mayor of London’s priorities, as expressed via his newly-formed, business-focussed London Enterprise Action Panel (LEAP).”



Simon Pitkeathley  
Camden Town Unltd  
and Euston Town BIDs  
CRP Board Co-Chair

# Welcome

Cross River Partnership (CRP) is central London’s largest public-private partnership and has been delivering regeneration projects in the capital since 1994.

CRP originally formed to deliver cross river infrastructure projects such as the Millennium Bridge, but has since diversified.

Today, CRP develops and delivers a wide range of innovative pilot projects with, and for, its partners across London. Over the last 23 years CRP has worked very hard to support sustainable growth, improve the economic climate and create attractive, healthy and vibrant places for all those who live in, work in and visit London.



If you would like to find out more about Cross River Partnership, please don't hesitate to contact us:

Susannah Wilks  
Director of Cross River Partnership  
[susannahwilks@crossriverpartnership.org](mailto:susannahwilks@crossriverpartnership.org)

## Who we are

CRP is a voluntary association of its members. Westminster City Council acts as the accountable body for CRP, signing its contracts and employing its staff.

## What we do

CRP takes on a variety of roles and delivers a range of services across specialised subject areas including programme management, project delivery, relationship management, monitoring and evaluation, bid writing, research and analysis, lobbying and communications.

## The team

CRP is made up of dedicated individuals with wide ranging experience and backgrounds, all working to deliver a better future for London.



## Our Culture



Positive



Pro-active



Efficient



Flexible



Genuine



Delivery oriented



# Partners



- CRP Partner Boroughs:**

  - Camden
  - City of London
  - Islington
  - Kensington & Chelsea
  - Lambeth
  - Lewisham
  - Southwark
  - Westminster

**Boroughs CRP work with:**

  - Hackney
  - Hammersmith & Fulham
  - Tower Hamlets
  - Wandsworth
- CRP Partner BIDs:**

  - 1 Angel London
  - 2 Baker Street Quarter Partnership
  - 3 Better Bankside
  - 4 Camden Town Unlimited
  - 5 Cheapside Business Alliance
  - 6 Euston Town BID
  - 7 Hatton Garden BID
  - 8 Heart of London Business Alliance
  - 9 Marble Arch BID
  - 10 New West End Company
  - 11 Northbank BID
  - 12 Paddington Now
  - 13 South Bank BID
  - 14 Team London Bridge
  - 15 The Fitzrovia Partnership
  - 16 Vauxhall One
  - 17 Victoria BID
  - 18 WeAreWaterloo

**CRP Strategic Partners:**

  - Greater London Authority
  - Groundwork London
  - London & Partners
  - Network Rail
  - Transport for London

**CRP Accountable body:**

  - Westminster City Council

# Our Vision

Cross River Partnership’s vision is to help London be the best possible place it can be for residents, businesses and visitors. We want to get people into sustainable employment and we want to help London’s businesses thrive. We want to make London the greenest city in the world and we want to create a healthy environment for everyone living in and visiting the city. We will work towards our vision by delivering programmes, with and for, our partners that help achieve one or more of our four objectives:



Objective 1  
**Sustainable employment opportunities**



Objective 2  
**Economic growth and prosperity**



Objective 3  
**Air quality and carbon reduction**



Objective 4  
**Making places that work**



“By supporting public-private collaborations on projects that address both environment and economy, Cross River Partnership initiatives are addressing issues that are important to businesses, residents and visitors alike.”  
**Shirley Rodrigues**  
Deputy Mayor for Environment and Energy

- How we deliver our vision**
- CRP’s modest membership fees plus the addition of external funding sources enables us to have the capacity to develop exciting, relevant new programmes. For 2017/18, CRP has managed to secure funding from:
- Business Improvement Districts
  - Central Government Departments
  - Employers
  - Greater London Authority
  - Job Centre Plus
  - Landowners
  - Local Authorities
  - London Enterprise Action Panel
  - Mayor’s Air Quality Fund
  - Section 106 Planning Gain
  - Seventh Framework Programme
  - Transport for London
  - URBACT



# Objective 1 Sustainable employment opportunities



In an economic environment where many people struggle to secure long-term, viable employment, CRP have worked with the local community and businesses to identify and fill sustainable employment opportunities.

CRP has a dedicated **Recruit London** team acting as a free local recruitment service for London businesses. Workplace Coordinators train and place out of work residents into jobs across central London, with over **1,540** residents helped into work with flagship stores, hotels and restaurants since 2009.



The **Recruit London** programme is delivered in partnership with Westminster City Council, The Crown Estate, New West End Company, Heart of London Business Alliance, Capital & Counties, London Borough of Camden and the Department for Work and Pensions.

Employers we work with on the Recruit London programme include:

- Buckingham Palace
- Hamleys
- Hobbs
- Liberty
- M&M's World
- Marks & Spencer
- McDonald's
- Nando's
- New Look
- 'Nickelodeon' Store
- Pret A Manger
- Royal Opera House
- Space NK

Recruit London also work with employers to offer additional engagement to job seekers. 2016/17 saw the Ritz Hotel open up its doors and provide a tour and the chance to find out about the recruitment process to unemployed candidates. McDonalds offered candidates the chance to learn about health and safety in a work environment leading to the recruitment of one candidate and Rapport, who manage front of house services along Regent Street, hosted a workshop for candidates.



## Spotlight on:

### Family Friendly Policies

CRP has developed a Family Friendly Toolkit to encourage employers to offer policies and roles which are suitable for carers and parents. The toolkit will be used by CRP's Recruit London Workplace Co-ordinators to encourage businesses to have a more flexible approach to recruitment when filling job vacancies, which in turn supports increased staff retention rates and increased productivity.

[www.crossriverpartnership.org/projects/recruit-london](http://www.crossriverpartnership.org/projects/recruit-london)

**I am hugely impressed by the range and number of job opportunities that Recruit London continues to open up for workless residents, including those at risk of homelessness, and those dealing with mental health and physical disability issues. I am committed to doing all that I can to support Recruit London, demonstrating that Westminster really is a City for All.**

**Councillor Robert Davis**  
Deputy Leader of Westminster City Council

## Key achievements 16/17

**429** Workless Londoners assisted with pre-employment support



**Homeless residents supported into work**

**217** Job starts for workless residents



**19** Residents into work placements including those with mental health issues

**116**

People with disabilities provided with employment support or supported into work





# Objective 2 Economic growth and prosperity

London's population continues to grow with forecasts suggesting the population will surpass 10 million within a decade. Whilst London has one of the biggest economies in the world it is important to work hard, now more than ever, to maintain economic growth and prosperity.

CRP have committed to delivering a wide range of projects that are intended to secure long-term economic viability, with a clear social responsibility aimed at making the London a better place to work and live.

## 1. West End Partnership Freight Programme

CRP manages the West End Partnership Freight Programme which is working to reduce the impact of freight in the West End and to develop a freight plan for the WEP area. The development of a plan will ensure that enough is being done to keep the West End moving, with goods and services coming and going efficiently to ensure that the West End becomes even more prosperous and attractive.

## 2. Deliver Oxford Street West

As part of the wider West End Partnership Programme, CRP has been commissioned by TfL, Westminster City Council, and New West End Company to carry out a 'deliveries and servicing' research project for the Oxford Street West District, as part of a holistic approach to place-making. CRP is working with businesses to understand patterns of freight movement and the interaction of freight alongside other space users to identify improvements that will reduce traffic congestion and improve local air quality.

## 3. The Fitzrovia Partnership

Cross River Partnership provided project management services to The Fitzrovia Partnership BID to deliver its ambitious sustainability objectives. CRP coordinated these activities, working in-house with The Fitzrovia Partnership to continue the delivery of their freight consolidation, and commercial waste and recycling schemes. We are championing a cleaner, greener Fitzrovia with high quality public realm improvements that also address air quality issues.

## 4. Inner London BIDs (ILBs)

Throughout 2016 CRP supported increased collaboration amongst 18 Inner London BIDs to strengthen their collective relationship with the Greater London Authority and the new Mayor of London. CRP acted as broker between the ILBs enabling them to have 'one front door' approach to influencing and responding to key policy changes.

## Spotlight on:

### West End Partnership Freight Best Practice website

CRP have created a website that gathers together all freight related projects undertaken by ourselves and our partners, throughout the West End, and presents them geographically. CRP hope to inspire the inception of further freight projects that will help to shape the West End, by sharing best practice and identifying areas for improvement.



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



With the growing number of people visiting, working and living in the West End, the West End Partnership Freight Group has been set up to create a freight plan for the district that will reduce the impact of freight, improve the area, encourage growth and ensure that the West End continues to be an exciting and modern world-class destination.

Steven Medway  
Managing Director, New West End Company



## Key achievements 16/17



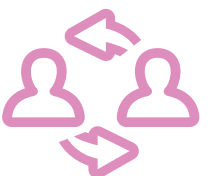
Observation of freight activity and discussions with businesses across 7 study areas in the Oxford Street West District

West End Partnership Freight best practice website produced



20mph impact study for central London area

Supported Inner London BIDs group to shape collaboratively emerging policy areas





# Objective 3 Air quality and carbon reduction



**Air quality is a problem in destination cities across the world, and Central London is no exception. The city is exceeding EU limits for NO<sub>2</sub> emissions, which are responsible for over 9,500 premature deaths every year in London alone.**

In addition, carbon emissions from transport in the city need to be reduced to tackle climate change and protect the environment. CRP are working on a number of programmes, together with central London boroughs, BIDs, world leading universities and business partners, to create a cleaner, healthier and more environmentally friendly London.

## 1. Clean Air Better Business (CABB)

CRP's CABB programme supported by the Mayor's Air Quality Fund is addressing the air quality impact of online shopping deliveries via our [www.clickcollect.london](http://www.clickcollect.london) website and engagement campaign. CABB has also supported BID and Local Authority partners to deliver environmental improvements including working alongside King's College London on low exposure walking routes. The deliverBEST business engagement programme has also been developed for rollout in 2017/18.

## 2. New West End Company Air Quality Strategy

CRP is delivering the first business-led Air Quality Strategy on behalf of New West End Company. Businesses are able to assess how 'green' they are through an online tool we have developed. CRP then work with businesses to implement both small and large scale initiatives to support them in improving air quality. The project has also seen the launch of the West End Buyers Club a preferred supplier scheme, which promotes green suppliers of goods and services to businesses across the West End, reducing vehicle numbers and improving London's air.

## 3. Heart of London Deliveries and Wastes Programme

CRP is working with Heart of London Business Alliance to reduce delivery and service vehicles for businesses and properties across the BID areas. These actions will reduce vehicle emissions and waste on the street, improve air quality and traffic levels, creating a more attractive space for businesses and visitors.

## 4. Freight TAILS (Tailored Approaches to Innovative Logistics Solutions)

CRP leads a network of 10 European cities to share best practice and learning through Freight TAILS to improve the impacts of urban freight transport. ERDF funding through the URBACT III programme is enabling the development of Integrated Action Plans in each city, which in London focuses on helping businesses to instigate consolidated, clean and safe urban freight transport.

## 5. Freight Electric Vehicles in Urban Europe (FREVIEW)

CRP is the lead partner for this 32-strong trans-national partners programme to trial different sizes and types of freight electric vehicles across 8 countries across different climates, industry sectors and policy environments. The final event in June will see the culmination of over four years of hard work at a much anticipated event at the City of London Corporation.

## 6. Smart Electric Urban Logistics

Together with UPS and UK Power Networks, CRP will work on the deployment of another 20 fully electric delivery vans in central London. In addition, the development of smart charging technology will allow UPS to exceed the current maximum number of vehicles that can be charged at the depot. This will avoid further costly and disruptive grid infrastructure upgrades and pave the way for the potential electrification of the entire UPS central London fleet.

## Spotlight on

### Clickcollect.london

Up to 40% of deliveries to central London workplaces are personal parcels! CRP have developed a website, that maps the location of collection points across London. This makes it simple for people to identify their most convenient collection point and helps to reduce the number of polluting vehicles entering central London, improving air quality for everyone.



[www.clickcollect.london](http://www.clickcollect.london)

## Key achievements 16/17



Development of Click collect website

50

West End Businesses completed the business assessment tool

## Development of West End Buyers Club website



3

'Focus on' Urban Freight Transport Reports produced

Successful operation of 16 electric freight vehicles in the CRP area



7

Delivery and Servicing plans for central London Businesses



**CRP is a highly valued partner in our efforts to reduce air pollution and congestion in central London and beyond. We have successfully worked together on the deployment of 16 fully electric freight vehicles and look forward to future collaboration to build on the results already achieved.**



**Peter Harris**  
Director of Sustainability Europe, Middle East and Africa, UPS



# Objective 4 Making places that work



**Creating places that work has been at the heart of all CRP projects. We have a proven track record of delivering projects that promote active transport, greening and display creativity, delivering results at both community and business levels throughout London.**

These CRP initiatives and collaborative projects with key partners have provided London's residents, visitors and workforce with improved health opportunities through exercise opportunities and improvements in air quality through reduced private vehicle use. They have also contributed to the economy and local business uplift through increased foot traffic and creating community and business spaces that work.

## 1. Greening the BIDs

CRP is championing Green Infrastructure with all of its BIDs members and the wider community, including fundraising and strategic support for schemes such as pocket parks, green routes (e.g. the Low Line), green walls, green roofs and rain gardens. CRP and its partners hope to inspire a network of green spaces that have a positive local and aggregate effect on air quality, localised flooding and wildlife habitat – adapting our city to climate change and making it more environmentally resilient, as well as a pleasant place to be.

## 2. Central London Sub Regional Transport Partnership

CLS RTP is a collective of transport specialists from eight central London boroughs convened by Cross River Partnership on behalf of Transport for London (TfL). The partnership specifically looks at the Healthy Streets approach to transport, encouraging behaviour change and active travel and delivering interventions that make key areas more accessible and pleasant.

## 3. The Illuminated River

CRP is advising the Illuminated River Foundation that is leading this innovative project to permanently light under and between the 17 bridges along the River Thames central section between Tower Bridge in the East and Albert Bridge in the West. This project will make the most of arts, culture and creativity in supporting London's growth and in particular its night-time economy. The deployment of state of the art green technology will ensure a net positive environmental footprint of this work. 2017 will see the development of the winning design, named 'Current' by Leo Villareal and his team.

## 4. Strategic Contribution to London

CRP is using all of its on-the-ground project delivery experience to influence policies, plans, regulations and legislation on an ongoing basis. 2017 will see emerging London deals and implementation on devolution, congestion, employment support and business rates, and CRP will be adding its unique public-private partnership voice to securing the best results for central London in particular.



**The CLS RTP is a valuable opportunity for all central London borough transport officers, policy makers, and place shapers to collaborate on the key challenges facing central London. The partnership has been instrumental in testing new approaches to freight, encouraging walking and improving air quality, which are of relevance to all partner organisations and are now becoming mainstream approaches to transforming central London into a healthy place to work, visit and conduct business.**



**Dan Johnson**  
Borough Projects and Programmes, Transport for London

## Spotlight on:

### Healthy Streets

CRP is committed to delivering 'Healthy Streets' in London by facilitating and project managing pilots and trials that look to increase the attractiveness of the environment, encourage active transport, making Londoners healthier and improving air quality and congestion.

CLS RTP has delivered a walkability intervention to promote walking at a central London location alongside community groups and local boroughs with plans to deliver further projects to additional London boroughs.

CRP's CABB programme has successfully delivered wellbeing walks, alternative routes that reduce the exposure to air pollution by up to 50%.

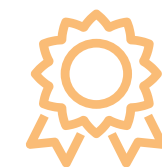
2017 will see further plans to develop several more across London.

## Key achievements 16/17



Greening the BIDs event to inspire the business community to implement green infrastructure projects

## Market focused delivery and servicing plans



Chairing the Illuminated River Steering Group and assisting in the appointment of a competition winner

**Walkability project: Delivery of intervention to promote walking and all the benefits that it brings**





Targets

Throughout 2017/18 Cross River Partnership will work hard to make London the best place it can be. Here are a few of the many outcomes we will work to achieve:

Sustainable employment opportunities

401

Workless Londoners assisted with pre-employment support

216

Job starts for workless residents



 250

Residents into sustained work



Homeless residents supported

35

Residents into work placements



 45

Employers signing up to Recruit London

Economic growth and prosperity

5

Focus Groups to understand willingness of businesses to change and adopt practices to reduce freight in the Oxford Street West district

 1

West End Partnership Freight Plan

Air quality and carbon reduction

140

Businesses provided with bespoke recommendations to improve the efficiency of deliveries to and from their sites

40

SMEs completing deliverBEST tool

3

'Focus On' Urban freight transport Reports covering the central London sub-region





Addition of 6 Suppliers to the West End Buyers Club

20

New electric freight vehicles across CRP area



Making places that work



Production of toolkit to share best practice in Walkability Project interventions between Local Authorities and BIDs

Provision of stakeholder engagement advice to The Illuminated River Foundation





Delivery of parklet project in Fitzrovia with arrangements made for its ongoing maintenance

Delivery of 10 Walkability Projects that deliver a range of benefits



Extra Targets

 Share best practice in place making via events







Develop new projects that contribute to making places that work

Build on excellent project delivery with world leading universities



 Target schools to benefit from place making projects

Budget

	CRP Budget	Delivery expenditure (£) 2016/17	CRP Delivery Expenditure (£) 2016/17	Total Delivery (£) 2016/17	Delivery budget (£) 2017/18	CRP Delivery Budget (£) 2017/18	Budget income (£) 2017/18
	Objective 1 – Sustainable employment opportunities						
	Recruit London including:	24,000	614,640	638,640	16,000	513,551	529,551
	Camden Economic Growth Fund	24,000	60,000	84,000	16,000	40,000	56,000
	*CAPCO	–	20,000	20,000	–	20,000	20,000
	HOLBA	–	37,500	37,500	–	50,000	50,000
	Lambeth Jobcentre Plus Flexible Support Fund	–	93,140	93,140	–	–	–
	*New West End Company	–	20,000	20,000	–	20,000	20,000
	The Crown Estate S106	–	59,000	59,000	–	13,551	13,551
	The Crown Estate Restart – Homelessness	–	50,000	50,000	–	55,000	55,000
	Westminster City Council	–	275,000	275,000	–	315,000	315,000
	Family Friendly Policies	–	36,000	36,000	–	–	–
	Into Work Employment Programme	150,750	22,800	173,550	–	–	–
	Objective 2 – Economic growth and prosperity						
	Fitzrovia Partnership Programme Management	–	13,612	13,612	–	–	–
	Inner London BIDs Service	14,460	5,000	19,460	–	–	–
	Oxford Street DSPs	34,560	11,048	45,608	–	–	–
	Oxford Street West Business Engagement	5,633	76,367	82,000	4,000	34,000	38,000
	West End Partnership Freight Group	3,540	36,460	40,000	–	–	–
	Objective 3 – Air quality and carbon reduction						
	Clean Air Better Business 2 (MAQF)	210,058	72,467	282,525	393,962	63,683	457,645
	Clean Air for Small Business (DEFRA)	–	–	–	5,000	49,077	54,077
	Freight Electric Vehicles in Urban Europe	1,885,209	180,567	2,065,776	942,605	90,283	1,032,888
	Freight TAILS (Phase II)	75,211	64,850	140,061	240,881	58,155	299,036
	*HOLBA Deliveries & Wastes Programme Management	–	33,000	33,000	–	98,299	98,299
	NWEC Air Quality Strategy	16,676	41,964	58,640	31,650	50,000	81,650
	*Smart Electric Urban Logistics	–	–	–	1,132,444	30,279	1,162,723
	Objective 4 – Making places that work						
	Central London Sub Regional Transport Partnership	105,000	45,000	150,000	105,000	45,000	150,000
	*Greening the BIDs	9,000	5,000	14,000	10,000	5,000	15,000
	Marylebone Low Emission Neighbourhood	–	–	–	–	74,830	74,830
	*The Illuminated River	–	5,000	5,000	–	15,000	15,000
	Villiers Street – Phase 2 Consolidation of Deliveries	15,000	–	15,000	–	–	–
	Sub-total	2,549,097	1,263,775	3,812,872	2,881,542	1,127,157	4,008,699
	CRP Partners' Membership Fees						
	CRP Local Authority Members	–	70,000	70,000	–	70,000	70,000
	CRP Private Sector Members	–	48,000	48,000	–	54,000	54,000
	Sub-total	–	118,000	118,000	–	124,000	124,000
	Total	2,549,097	1,381,775	3,930,872	2,881,542	1,251,157	4,132,699

\*Awaiting final confirmation of 17/18 funding

Financial year runs 1 April 2017 – 31 March 2018

All funding sources include match funding amounts where applicable



