

## Focus on Urban Freight Transport and STAKEHOLDERS

Freight TAILS is an URBACT project network of 10 European cities working together to address urban freight transport issues. The network is led by Cross River Partnership (CRP), a public-private regeneration delivery agency based in London, UK.



Cities in the Freight TAILS network.

'Freight TAILS Focus on ...' is a series of interim reports, sharing the experiences of these 10 European cities in urban freight transport (UFT) organised around six key themes. The six themes are:

1. Stakeholders
2. Data
3. Integration
4. Regulation & Enforcement
5. Voluntary Behaviour Change
6. Procurement

This first interim report is focused on urban freight transport and STAKEHOLDERS. The report is structured around the following five questions:

- *Why engage multiple stakeholders in urban freight transport management?*
- *How can you engage stakeholders in urban freight transport management?*
- *What can a Stakeholder Group do?*
- *How can a Stakeholder Group operate?*
- *When should stakeholders be engaged?*

Finally, some recommendations and a step by step process are provided to assist in the consideration of urban freight transport and STAKEHOLDERS.



Stakeholder meeting in Freight TAILS partner city, Gdynia,



Stakeholder mapping in Freight TAILS partner city, Brussels, Belgium.



Stakeholder meeting in Freight TAILS partner city, Maastricht, The Netherlands.



Stakeholder meeting in Freight TAILS partner city, Split, Croatia.



Citizen engagement on traffic safety initiative, in Freight TAILS partner city Umeå, Sweden.

## Why engage multiple stakeholders in urban freight transport management?

There is a wide variety of players involved in urban freight transport, from both the public and private sectors. This includes (but is not limited to) local, regional and national governments; police authorities; licensing authorities; vehicle manufacturers; purchasing businesses; fleet operators; logistics operators; environmental healthcare professionals; professional bodies; residents; citizens.

Involving all these players in the design and development of urban freight strategy, policy, regulations and measures is important to achieve sustainable change. The precise motivation for getting involved may be varied, and could include: safeguarding air quality, other road users and quality of space; or from a business perspective, making a profit and meeting customer expectations. However, the involvement will increase the understanding of each other's motivations, increase trust between players, and ultimately develop more beneficial, durable and sustainable results.

“We need to engage structurally with local stakeholders to address the challenges of city distribution, food deliveries and waste management”  
Freight TAILS partner city Maastricht, The Netherlands.

Engagement with stakeholders is also important to address any concerns before a policy or other measure is launched.



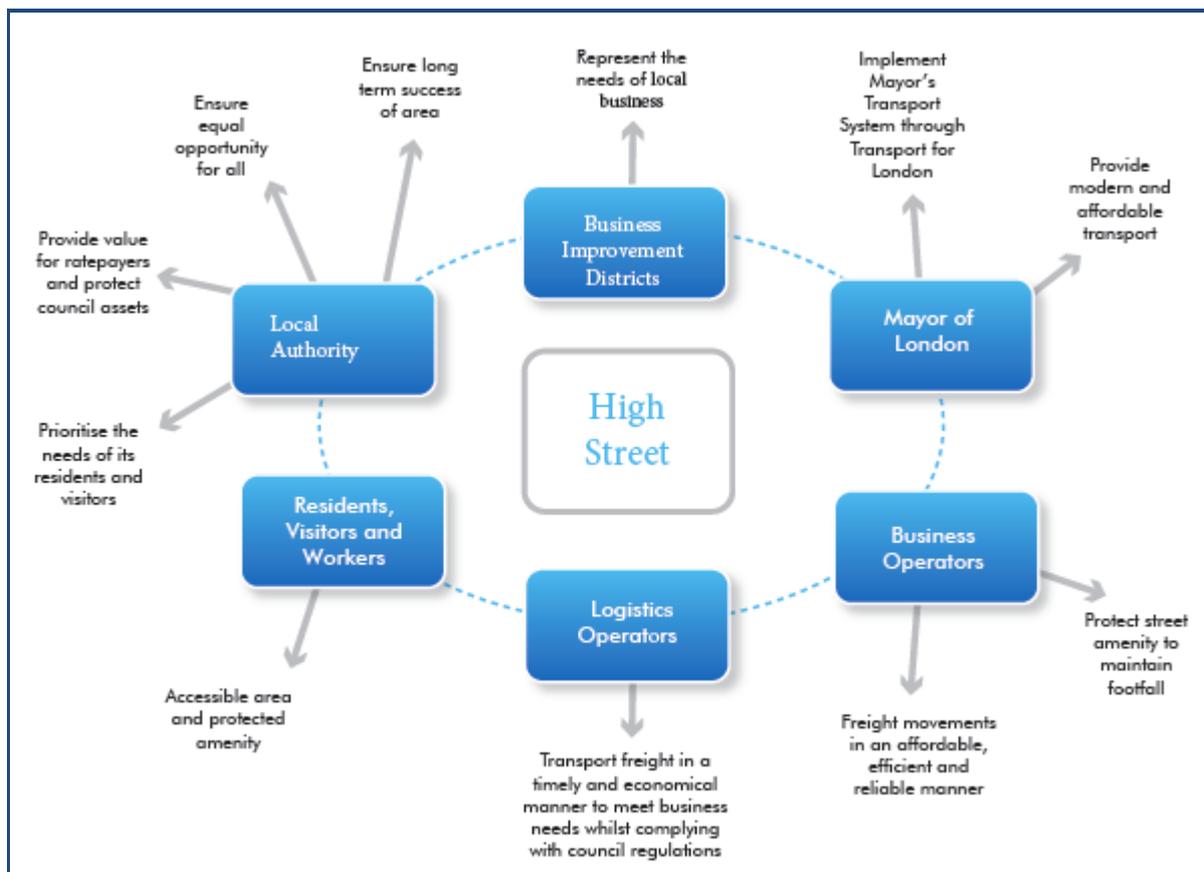
Local (Retail) Stakeholder resistance to the introduction of pedestrianized streets in Gdynia, Poland.



Partner Stakeholders: e-vehicle consolidation centre La Rochelle

## How can you engage stakeholders in urban freight transport management?

It is first important to identify and map relevant stakeholders. Care should be taken to ensure stakeholder identification is specific to the city and context. This might mean the inclusion of relevant people from different departments within both public and private organisations, ‘missing voices’ (e.g. health professionals involved in treating the air pollution associated with urban transport), or those organisations not covered by trade associations.



Central London stakeholder mapping for freight initiative, including stakeholder motivations.



“Initiatives to reduce the impact of freight in central London to meet air quality objectives essentially involve many stakeholders committed to working towards similar goals” Freight TAILS partner city Westminster, UK.

Stakeholders can be engaged through a local stakeholder group. The members of this group should be determined by the objectives of the action proposed; for example, developing new urban freight policy will require engagement with a broader range of stakeholders than a specific voluntary behaviour change measure on a single city street. New groups could be developed, or a range of existing groups could come together, if this is fit for purpose.

“Facilitating better last mile delivery models and access considerations to serve the extended pedestrian area (old port) requires establishment of a new relationship with stakeholders” Freight TAILS partner city La Rochelle, France.

## What can a Stakeholder Group do?

An urban freight transport stakeholder group should have clear objectives based on the desired outcomes. These could include providing important information, feedback, experience, advice, expertise and/or data, to inform all stages of the decision-making process.

“The Regional Mobility Commission on Freight Issues represents an exciting new opportunity to develop urban freight transport policy” Freight TAILS partner city Brussels Capital Region, Belgium.

Stakeholder Group	Members	Task
Cross River Partnership (CRP) Board	8 central London local authorities, 18 central London Business Improvement Districts (BIDS), several strategic partners including Greater London Authority & Transport for London (TfL).	To steer development and delivery of initiatives across central London that address four key objectives: sustainable employment opportunities, economic growth and prosperity, air quality and carbon reduction, and making places that work.
Central London Sub Regional Transport Partnership (CLSTRP)	Transport officers from central London's eight local authorities, managed by CRP on behalf of TfL.	To provide a borough-level focus on sub-regional transport priorities
Clean Air Better Business (CABB)	10 central London BIDS, 4 central London local authorities managed by CRP.	To deliver the CABB programme co-funded by the Mayor's Air Quality Fund, which will deliver a series of initiatives including those focused on freight, which are designed to help businesses contribute to improved air quality in central London.
FREVUE partnership	The FREVUE partnership is comprised of 32 local and European partners from both the public and private sectors, concentrated around the cities of Amsterdam, Lisbon, London, Madrid, Milan, Oslo, Rotterdam and Stockholm; coordinated by CRP.	To deliver FREVUE, a €14 million project that is co-funded by the EU Seventh Framework Programme (FP7), focussed on demonstrating how electric freight vehicles can provide solutions to the problems associated with freight movements faced by cities.

A sample of CRP's stakeholder groups with an interest in freight in central London. For more information visit [www.crossriverpartnership.org](http://www.crossriverpartnership.org).

## How can a Stakeholder Group operate?

The regularity of the stakeholder group meetings should reflect the role of the group and the timing of key milestones in the urban freight transport action. The timing of the meeting should suit the stakeholders attending. It can be interesting to locate the meetings at the venues of different stakeholders or other urban freight transport measures, rather than always at a City Authority. The content of the meetings should be well planned, with a results-based agenda sent out well in advance (at least a week before). Membership of the group may change throughout the lifetime of the action, bringing in different relevant voices to match specific milestones.



Meeting of Freight TAILS city partners and local stakeholders in Suceava, Romania– October 2016



Meeting of local stakeholders in Brussels January 2017

## When should stakeholders be engaged?

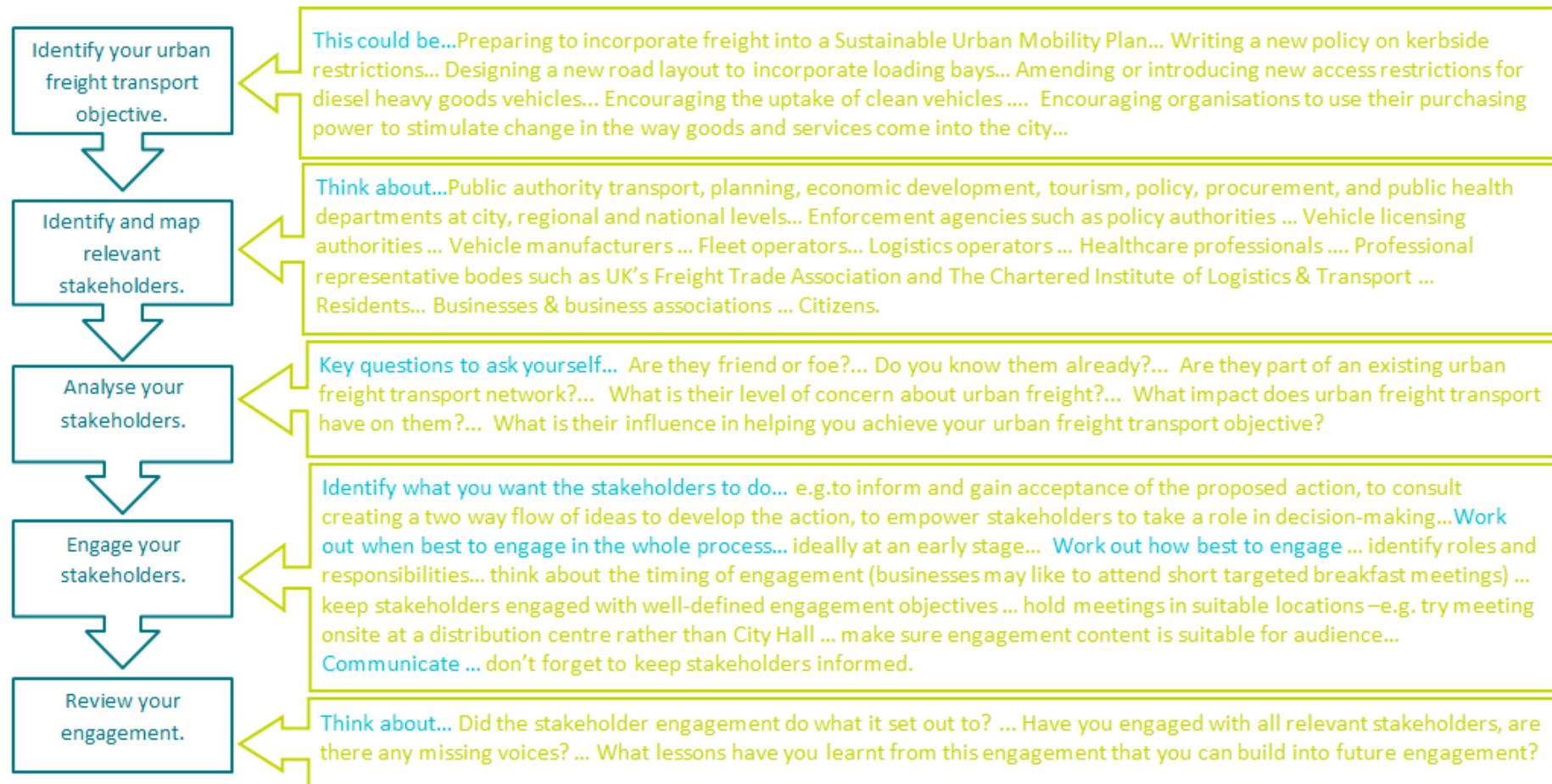
Stakeholders should ideally be engaged as soon as possible in the decision-making process. Stakeholders who have been involved in designing and developing an action will be more willing to consider and embrace change.

“Communication is key to make people aware of the objectives and opportunities, to contribute to the decision making and the development of better solutions” Freight TAILS partner city

## Recommendations

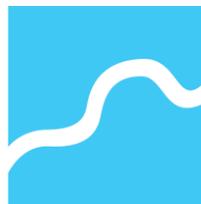
- Engage multiple stakeholders (who may themselves have multiple roles within the context of urban freight transport) to tackle complex urban freight transport issues. No single stakeholder can deliver fully joined-up urban freight transport solutions.
- Adapt stakeholder engagement to the outcomes to be achieved and to the different stages of the programmed decision-making process or action plan road map. Stakeholders need to believe that they have an interest, a feeling of ownership of the initiative or phase of intervention.
- Think carefully about the position and influence of stakeholders, their availability, level of interest, and capacity to contribute when planning engagement. It is not necessary or even desirable “to have all of the people all of the time”.
- Design the intensity, scope and type of stakeholder engagement in tandem with the real needs and relevant moments that will maximise delivery. And if this is delayed or takes time, let stakeholders know what is occurring so they remain engaged.

## The Freight TAILS Process: Urban Freight Transport and STAKEHOLDERS



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