

BUSINESS IMPROVEMENT DISTRICT IN LONDON IMPLEMENTS PIONEERING **CARGO BIKE SERVICE**



PROJECT STEPS

- 1 ESTABLISH LOCAL INTEREST
- 2 WHO SHOULD BE INVOLVED?
- 3 CHOOSING THE RIGHT SERVICE
- 4 SECURE FUNDING
- 5 WHAT NEXT?

CLEAN AIR VILLAGES PROGRAMME

This case study was commissioned by Cross River Partnership (CRP), a non-profit and impartial partnership organisation delivering projects that positively contribute to the social, environmental and economic health of London.

This case study was developed as part of the Clean Air Villages 2 project, funded by Defra's Air Quality Grant. The project aims to reduce emissions in 13 hotspot 'villages' of poor air quality across the London Boroughs of Lewisham, Camden, Hammersmith & Fulham, Lambeth, Wandsworth, The Royal Borough of Kensington and Chelsea, and the City of Westminster. Within these villages, CRP is working with businesses and communities to make deliveries and servicing more efficient, using both individual and collective action.

In 2020-21, the project is expanding into new areas as part of [Clean Air Villages 3](#).

For more information about the project, and to access further resources and case studies, please visit: crossriverpartnership.org/projects/clean-air-villages-2/

As part of the Clean Air Villages project, we have helped with the expansion of Parcels Not Pollution to Shepherds Bush, and collated businesses who are interested in using such a service.



Department
for Environment
Food & Rural Affairs

 **CROSS RIVER
PARTNERSHIP**
CLEAN AIR VILLAGES

INTRODUCTION

In this best practice document, you will be guided, step by step, through the initial concept, challenges, and solutions in setting up a Business Improvement District's (BID) cargo bike delivery service. From establishing initial interest from businesses, to the long-term approach to ensure successful management of the scheme.

Hammersmith BID, Hammersmith & Fulham Council, e-cargobikes and Transport for London (TfL) worked together to implement a shared cargo bike service. This cargo bike service, free for businesses in Hammersmith and Fulham to use for the first year, forms part of an innovative trial aiming for an increased uptake of a sustainable delivery service whilst reducing air pollution within the borough. The service includes a third party operator with a cargo bike and rider, as well as a consolidation hub, collecting deliveries from multiple suppliers and putting these in the same delivery for the last mile.

“

WE ARE DELIGHTED TO HAVE BEEN AWARDED THIS FUNDING WHICH WILL HELP US ACHIEVE OUR OBJECTIVES TO REDUCE THE NUMBER OF, AND EMISSIONS FROM, FREIGHT AND GOODS VEHICLES IN OUR TOWN CENTRE. WE LOOK FORWARD TO WORKING TOGETHER WITH TFL AND OUR PARTNERS TO ACHIEVE THESE GOALS.

”

Patricia Bench
Hammersmith BID Director



“ WE RECENTLY ANNOUNCED A CLIMATE EMERGENCY AND OUR ASPIRATION FOR THE BOROUGH TO BE NET CARBON ZERO BY 2030. WE HAVE A RESPONSIBILITY TO LEAVE THE ENVIRONMENT IN A BETTER STATE THAN WE FOUND IT AND THIS MEANS NUDGING PEOPLE TO USE CLEANER VEHICLES, THAT DON'T PRODUCE EMISSIONS AND DON'T ADD TO GLOBAL WARMING. DELIVERIES ACCOUNT FOR HUGE NUMBERS OF DAILY VEHICLE MOVEMENTS, OFTEN FROM POLLUTING VANS AND TRUCKS. THIS SERVICE IS THE FIRST STEP IN CHANGING THAT FOR THE CLEANER AND THE BETTER AND HELPING REDUCE TRAFFIC CONGESTION. ”

**COUNCILLOR WESLEY HARCOURT
CABINET MEMBER FOR ENVIRONMENT
HAMMERSMITH & FULHAM COUNCIL**

1

ESTABLISH LOCAL INTEREST AND REQUIREMENTS

Engage with the BID's local business community to find out whether a cargo bike delivery service would be useful and how businesses might use it. Hammersmith Town Centre was identified as a London Atmospheric Emissions Inventory (LAEI) Air Quality Focus Area in 2016.

! CHALLENGE

The area presented a range of different businesses from small to large corporations.

✓ SOLUTION

Investigate the size of the delivery, instead of the size of the business.

! CHALLENGE

Signing businesses up to a service/mode of transport e.g. cargo bike they haven't used before.

✓ SOLUTION

As part of the engagement with businesses, the cargo bike was available for businesses to view. This enabled quicker sign up to the scheme and inspired confidence that deliveries could be made via a cargo bike. Over 50 businesses have signed up to the service so far, with National Geographic and London Academy of Music and Dramatic Art using the service regularly to get their parcels delivered.

+ ADDITIONAL INFORMATION





ADDITIONAL INFORMATION

- Hammersmith BID have worked on air quality issues and previously been involved in Cross River Partnership's (CRP) Clean Air Better Business (CABB) project. As part of CABB, Hammersmith BID identified the need for more sustainable delivery options and consolidation of goods to support businesses. An electrically assisted cargo bike was selected as the best option to reduce congestion and air pollution in an already congested location. The scheme would be managed under the BID's Parcels Not Pollution brand and after researching operators, e-cargo bikes were chosen.
- The service launched on 16th September 2019. It uses electrically-assisted cargo bikes, as this is a faster, more sustainable way to deliver goods in the local area.
- Engagement with local businesses took the shape of 1:1 meetings with building managers and tenants, pop ups at various local businesses, walk-in visits about the service and promotion on emails, newsletters and social media.



2

ARE THE RIGHT PEOPLE INVOLVED?

Choose who will lead the project, and which other stakeholders will need to be involved to ensure the funding, management and communication of the project are delivered effectively.

ADDITIONAL INFORMATION





ADDITIONAL INFORMATION

- Hammersmith & Fulham Council were fundamental in kick starting this project. The delivery partners were TfL, Hammersmith BID, e-cargobikes and local businesses. The scheme aligned with TfL's plan to reduce air pollution and congestion around London, as well as Hammersmith & Fulham Council's Low Emission Neighbourhood programme.
- A key area of the BID's Business Plan 2016-2021 (which businesses voted on) was improving air quality and reducing pollution, as well as consolidating freight deliveries to help reduce the number of vehicles in the area.
- Hammersmith BID host quarterly Transport & Environment forums, which are attended by many local businesses, including Hammersmith & Fulham Council and TfL.
- CRP expanded the Parcels Not Pollution scheme into Shepherds Bush.



3

CHOOSING THE RIGHT SERVICE

Engage with local businesses to establish interest and requirements of a last mile delivery service. Explore procurement options for your third party provider.

! CHALLENGE

A new process for businesses, adding another layer in logistics for the supply chain. It is a challenge for local users to transition to make their first delivery.

✓ SOLUTION

Further engagement was required in order that businesses and suppliers understood the new process.

! CHALLENGE

Businesses wanted to know the long-term cost of a cargo bike delivery service.

✓ SOLUTION

Started the cargo bike service free of charge, to work out the usage and specific costing for each business. The more businesses who signed up, the more accurate the cost calculation could be.

! CHALLENGE

Finding the right operating model to meet the needs of businesses in Hammersmith BID, and finding the right cargo bike provider.

✓ SOLUTION

After further investigation, it became clear that the 3rd party operator model would be best suited to fulfil the demands of the project, due to the time-scales of the funding. e-cargobikes had an operating model most closely aligned to the BID's ambitions and in close proximity, to make it viable.

[+ CONSOLIDATION HUB INFORMATION](#)

NEXT STEP





+ CONSOLIDATION HUB INFORMATION

- Further engagement and research was undertaken by WSP in 2018, including a feasibility study for a Ultra-Low-Emission-Vehicle (ULEV) last-mile Freight Hub. The results showed two main hub models to pursue: either a 3rd party operator's existing facility or using Hammersmith & Fulham Council's transport depot.
- A survey of local businesses and stakeholders conducted in autumn 2018 revealed that 80% of respondents would consider using the hub. Re-directing deliveries to the hub presented a significant behavioural change for businesses and their suppliers.
- Businesses were offered a free service as an introductory incentive. This is subject to change and is dependent on funding.



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+ CONSOLIDATION HUB INFORMATION



4

ENSURE THE RIGHT FUNDING IS IN PLACE

Funding is required to cover business engagement, marketing of the scheme, installation of infrastructure and ongoing monitoring of the impacts. The project is funded through the TfL Round 3-Healthy Streets Fund for Businesses.

! CHALLENGE

The BID did not have enough money to set this up themselves.

✓ SOLUTION

Funding was awarded through the TfL Healthy Streets Fund for Businesses.

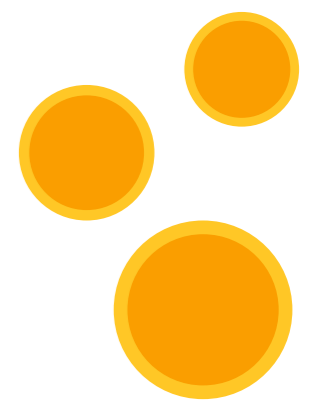
! CHALLENGE

The ongoing cost of the scheme is high, due to multiple cargo bike companies paying London Living Wage and full-time employment.

✓ SOLUTION

Multiple businesses using this under a BID organised scheme should minimise the cost for an individual business.

+ ADDITIONAL INFORMATION





+ ADDITIONAL INFORMATION

- Hammersmith BID applied for the TfL Healthy Streets Fund to deliver a sustainable and innovative delivery scheme. In 2019 the BID were awarded funding to implement the hub and the cargo bike operator was contracted to deliver the operations from August 2019.
- The project was implemented to reduce the number of freight and goods vehicles into highly polluted areas, and to reduce the emissions from these vehicles
- The funding is for 2 years (2019-2021). This includes £50,000 of TfL funding for the bike and rider. £50,000 match funding from Hammersmith BID and Hammersmith & Fulham Council includes IT infrastructure, marketing, promotional events and staff time.
- When CRP expanded the Parcels Not Pollution scheme into Shepherds Bush, this was funded by the [Defra Air Quality Grant](#).
- After the project, Hammersmith BID sees the scheme being subsidised in some way and discussions are still happening around how this could work.
- See [here](#) for more information on [TfL toolkits](#).



5

WHAT HAPPENS NEXT?

To ensure ongoing success of the scheme, and therefore a sustained impact, make sure you establish who will be responsible for promotion, monitoring, and maintenance in the long term.

! CHALLENGE

Is this scheme self-sufficient, and who would be there to continue the service?

✓ SOLUTION

After the TfL funding ends, the BID can use the data to understand the true operating cost of the scheme in the long term.

! CHALLENGE

Ensuring long-term behaviour change happens, so that the stakeholders can see it as a success.

✓ SOLUTION

The successful free trial has reassured business that the services is reliable, professional, and worth investing in.



EXCEPTIONAL CIRCUMSTANCES

The Parcels not Pollution service was utilised from the early days of the lockdown to assist a community under pressure. Self-isolating and vulnerable members of the Hammersmith community could apply for a free food parcel via the BID's website, with the King's Mall Sainsbury's providing and packing the groceries. Up to 10 parcels have been delivered daily and the service is ongoing.

The service was also used during the London lockdown to continue to service Hammersmith and Fulham Foodbank, including a new donation point in Landsec's W12 Shopping Centre. These emission-free deliveries have been integral to helping continue services to those most vulnerable and isolating during the pandemic.

“

WE HAVE BEEN PLEASED TO DO WHAT WE CAN TO ASSIST RESIDENTS WHO WOULD USUALLY BE ABLE TO SHOP LOCALLY; AS WELL AS OUR USUAL FOCUS ON OUR LEVY PAYING BUSINESSES. WE HAVE RECEIVED FEEDBACK LETTING US KNOW HOW WELCOME THE FREE FOOD PARCEL DELIVERIES HAVE BEEN.

”

Patricia Bench
BID Director
Hammersmith BID

“

HERE AT LANDSEC'S W12 SHOPPING CENTRE, WE ARE ASSISTING THE HAMMERSMITH FOODBANK BY SETTING UP AN OFFICIAL COLLECTION POINT DURING THIS TIME OF DIFFICULTY TO SUPPORT OUR COMMUNITY. DONATIONS ARE COLLECTED FROM THE CENTRE BY PARCELS NOT POLLUTION OPERATIVES. THIS WILL BE SOMETHING WE SHALL LOOK AT PERMANENTLY SUPPORTING ONCE THE GOVERNMENT LOCKDOWN IS EASED/LIFTED.

”

Vi Chu
Centre Director
Landsec