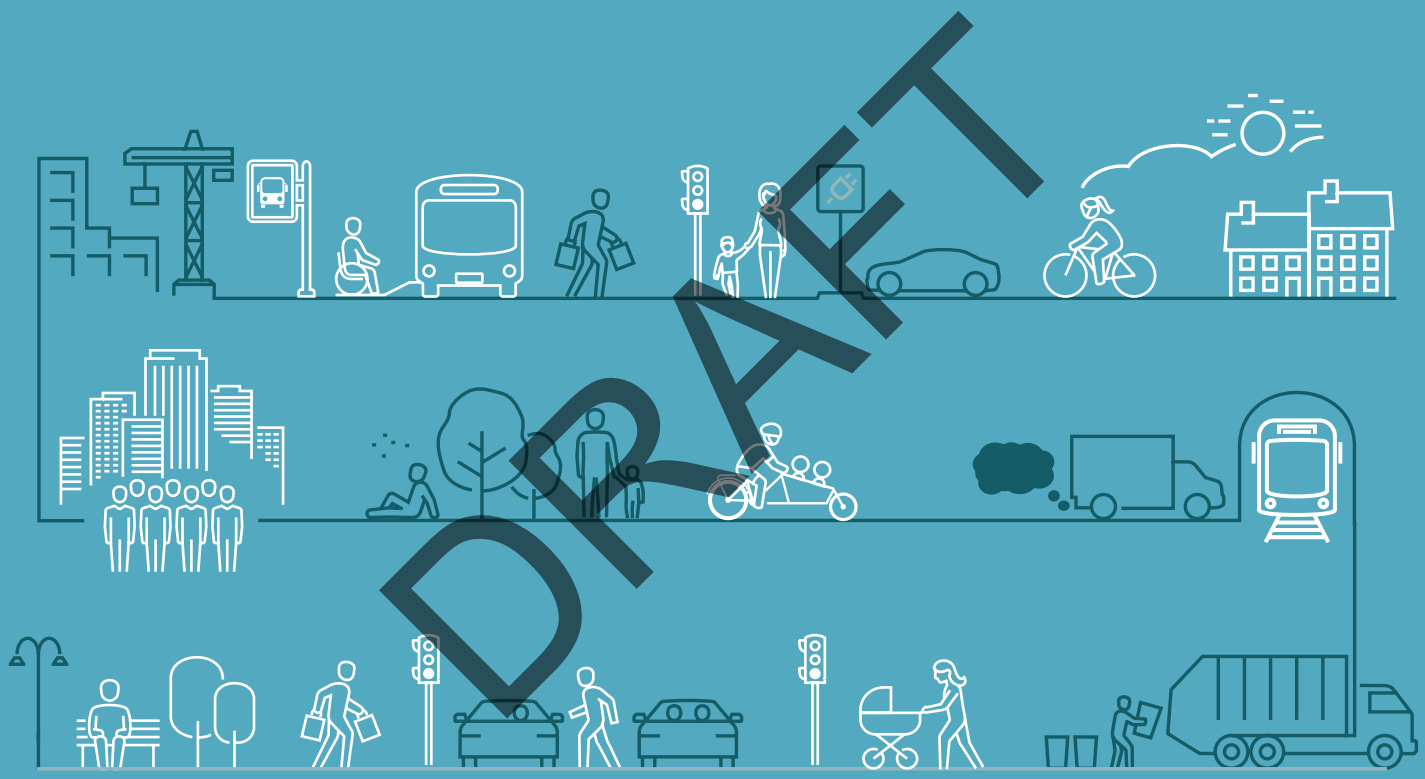
Healthy Streets, Healthy Travel, Healthy Lives: Camden Transport Strategy 2019-2041



Draft Freight and Servicing Action Plan

February 2024

Camden

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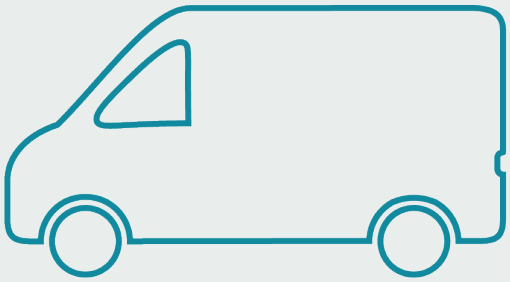
CHAPTER 1

INTRODUCTION



1. INTRODUCTION

1.1. Every day, thousands of deliveries are made to Camden businesses, residents, shops, schools, hospitals, universities, and other institutions to provide the essential goods and services that everyone needs. Deliveries, servicing, and freight are the lifeblood of the economy, and without them London, and Camden, would come to a halt[1].

1.2. Camden's transport network is complex and is made up of roads, rail, and waterways. All these modes have a capacity to carry services and freight. However, the majority of deliveries are made by road: in London, 90% of all goods handled are transported by the road network. The road network provides the largest transport infrastructure, and most destinations for goods are only accessible by road.

1.3. Freight holds a crucial place in our everyday lives, and with a clear plan, we can deal with its challenges better and unlock opportunities for economic growth. As set out in the Camden Transport Strategy (CTS), deliveries, servicing, and freight by road present challenges that affect the health and well-being of people in Camden while also being critical to the operation of businesses and organisations across the Borough. In response, Camden committed to developing a Freight and Servicing Action (FSAP), which will present comprehensive measures to address the key challenges our Borough's streets and transport network are facing.

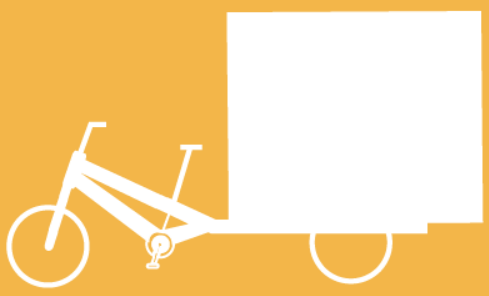
1.4. This Plan provides an extensive evidence and policy base to Camden's freight and servicing, allowing us to identify the current challenges. Aligning with the broader objectives outlined in the CTS and other borough policies, this FSAP sets ambitious targets to reduce air and noise pollution, curb congestion, limit carbon impacts, and reduce road danger by encouraging safer, efficient, low-emission options for deliveries and servicing.

1.5. This Plan contains 36 clear and measurable actions that were developed by building on best practices across London and the UK. These measures will ensure that the council and its partners can deliver our CTS and related policy objectives and will reshape freight and servicing in Camden to be efficient, safe, and clean for our residents and businesses.

1 See Appendix C for a glossary of deliveries, servicing, and freight in the context of this FSAP.

CHAPTER 2

UNDERSTANDING CAMDEN'S CONTEXT



2. UNDERSTANDING CAMDEN'S CONTEXT

2.1. The purpose of Camden Freight and Servicing Action Plan

2.1.1. Efficient, safe, and clean deliveries, servicing and freight are integral to achieving environmentally sustainable and inclusive growth in Camden. It is essential to ensure that Camden's streets are healthy for everyone, and our freight and servicing network is a fundamental part of that. Improving air quality, reducing road danger, and creating vibrant and sustainable places are key objectives of the CTS. This Freight and Servicing Action Plan sets out the measures that Camden will implement to achieve these objectives as well as those set out in the Mayor's Transport Strategy (MTS) and Mayor's Freight and Servicing Action Plan.

2.2. Vision

In line with the CTS, the vision of the Camden FSAP is to:

Reshape Camden's freight and servicing network to support Camden's inclusive and sustainable economy and help transform Camden's streets to create safe and healthy places for everyone.

2.3. Overview of freight and servicing in Camden

2.3.1. There is significant demand for freight and servicing in Camden. The Borough has a resident population of 216,900 as per latest official estimate. Camden's importance as a centre for employment, leisure, tourism, education, and healthcare means that significant numbers of people visit the borough every day, causing the daytime population to almost double to nearly half a million people – the second highest in London after Westminster.

2.3.2. Camden is also home to the second highest number of businesses in London (after Westminster) and the third highest in the UK. The majority (nearly 86%) of Camden's businesses are small and independent, employing fewer than 10 employees and with many categorised as 'sole traders.' These generate a high number of smaller deliveries, adding to overall pressure on roads across the borough.

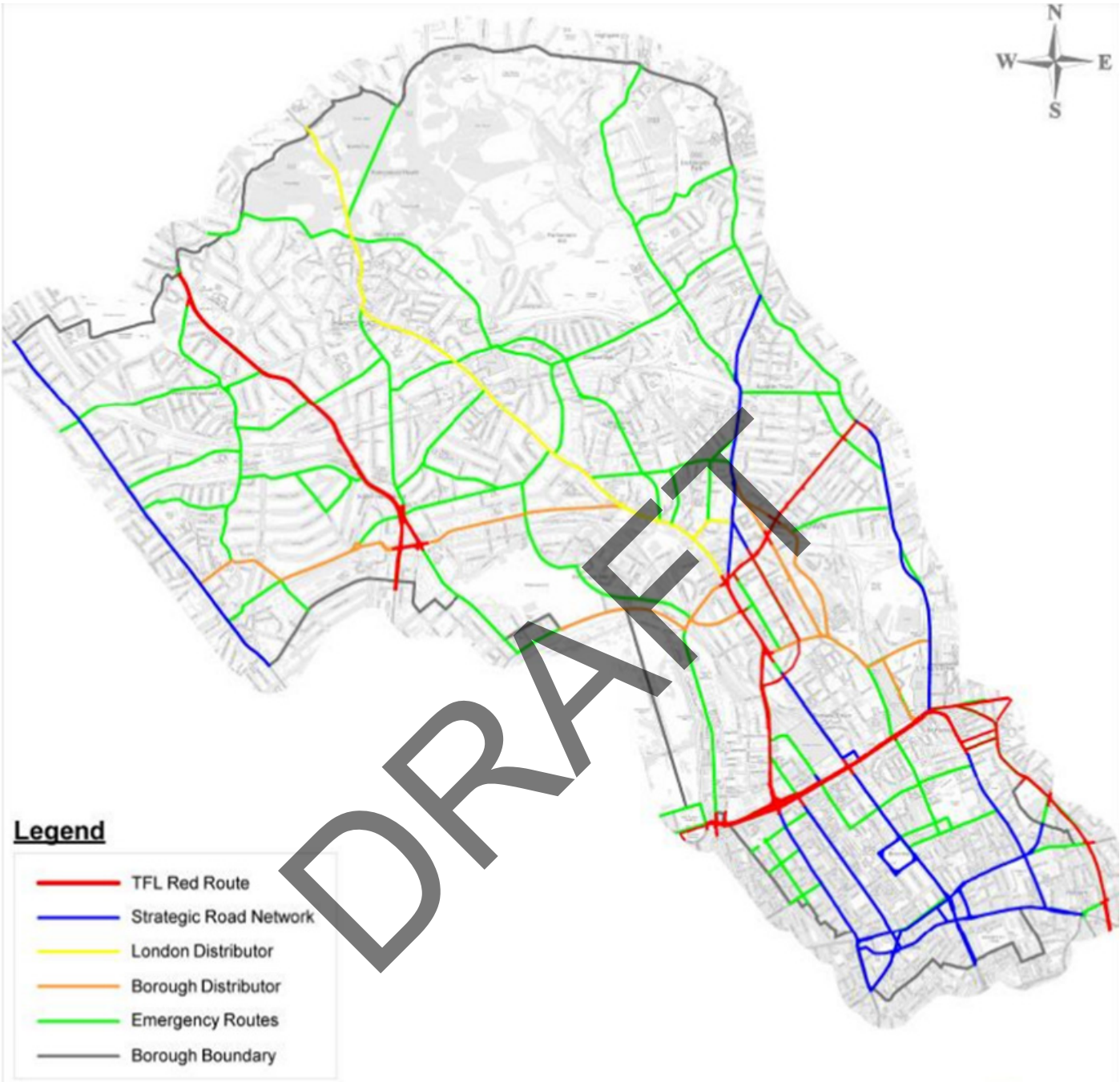
2.3.3. Camden has several key entertainment destinations, including Theatreland, museums, as well as the attractions of Covent Garden, Camden Town, and the West End. Three major hospitals and two universities are also located in Camden. These also place an additional demand on the freight and servicing network in the Borough.

2.3.4. It is anticipated that demand for freight and servicing will continue to increase across London and in Camden, partly driven by population and job growth. The Borough's population is predicted to grow by 4.4% between 2023 and 2033 accompanied by an increase in employment. It is projected that Camden will add 60,000 jobs, an increase by 15%, between 2021 and 2041. This suggests more deliveries, freight, and servicing, and increased pressure on the road network.

2.3.5. The demand for freight and servicing varies across the borough both by type and intensity and is influenced by a complex multi-modal transport network:

- Both Transport for London Road Network and Strategic Road Network include key routes in Camden (see Figure 1);
- Camden also hosts one of London's key rail freight arteries; the North London line provides a route from east coast ports like London Gateway and Felixstowe and through London to the Midlands and the Southwest. However, there are no operational rail freight terminals within the borough;
- The Regent's Canal passes through Camden and has access points to the river Thames at Limehouse in the east and Brentford in the west. However, the width of the canal and dimensions of locks restrict larger vessels from being used here and, at present, only supports smaller deliveries.

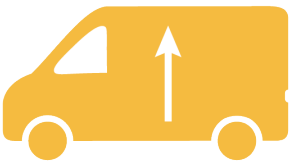
Figure 1: Map of Camden's Road Hierarchy



2.3.6. While almost all types of vehicles are used for freight and servicing, including private cars, cycles, taxis, motorcycles as well as (cargo) bikes, the most common are light goods vehicles (LGVs) and heavy goods vehicles (HGVs).

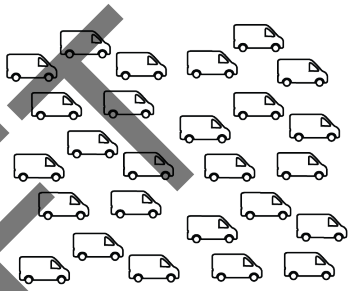
2.3.7. Below are some key Camden freight and servicing facts:

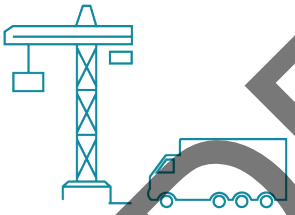
Over half a million freight vehicles enter London every day; **nearly 80,000 enter Camden**.



While the mode share of HGVs in Camden has remained relatively constant, **the mode share for LGVs has been rising steadily,** reaching its highest level in 2021 during the pandemic.

About 80% of all freight and servicing vehicles **entering London are LGVs**; **in Camden**, this is **over 85%**. This represents approximately 66,500 (average) vehicles a day in Camden, with e-commerce and office use being key drivers of this LGV movement.

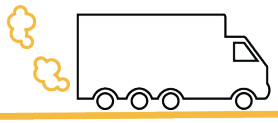




Most **HGV use is construction related**: construction rates have increased by 46% in the last five years, and it is likely that construction rates will continue to rise around the growth areas.

Approximately **27%** of all freight vehicles enter Camden during the **morning peak.**

Together **HGVs and LGVs contribute disproportionately to poor air quality** in Camden (due to its engine size and weight of the vehicle): up to 36% of NOx and 30% of PMs related to transportation. They are also major contributors to carbon emissions, accounting for **28% of road-related carbon dioxide emissions** in London.



A more detailed, referenced context description and traffic data analysis is available in Appendix A.

2.4. Overview of the policy context

2.4.1. Camden's Freight and Servicing Action Plan is informed by policies at national, regional, and local levels. These policies provide a clear direction and guidance for Camden to develop measures to address key transport challenges in the borough:

National policies

- **Future of Freight: a long-term plan** (2022) – a nation plan that identifies the strategic direction and key priorities in the freight and logistics sector in collaboration with the industry. Priority areas outlined are a national freight network, transition to net zero, planning, people & skills, and data & technology.

- **Decarbonising Transport: A Better, Greener Britain** (2021) - this plan, along with Decarbonising Transport: Setting the Challenge (2020) sets out the scale of emission reductions and the corresponding actions needed to deliver the goal of net zero by 2050, including zero emission freight and logistics sector.

- **Gear Change strategy** (2020) - a national vision for walking and cycling. It emphasises further pressure on road motor freight as competition for limited carriageway and kerb space continues to rise while opportunities for access declines.

Regional policies

- **The London Plan** (2021) – sets out long-term development plans for promoting economic and social development. It includes the policy context for London's Ultra Low Emission Zone (ULEZ).

- **The Mayor's Transport Strategy (MTS)** (2018) - sets out an overarching aim for 80% of all trips in London to be made on foot, by bike or public transport by 2041 with a corresponding decrease in motor vehicle use, including freight. Alongside, MTS also aims to eliminate road deaths and serious injuries by 2041 while addressing pollution, carbon emissions, congestion & delays, inactivity, and noise.

- **The Mayor's Healthy Streets approach** (2017) - sets out the freight-related aims, including shift-change towards 'space efficient' modes, minimising freight trips on the network and developing flexible space usage solutions to manage freight.

- **The Mayor's Freight and Servicing Action Plan** (2019) - sets targets for improving safety, cleanliness, and efficiency of freight across London with a target of reducing the number of lorries and vans entering central London (which includes the southern part of Camden) in the morning peak by 10% by 2026.

Local policies

- **The Camden Transport Strategy (CTS)** (2019) - aims to achieve MTS objectives and targets through local measures. It similarly prioritises sustainable, healthy, active travel and a shift away from inessential motor vehicle driven trips to address the multiple transport challenges they present. The CTS also commits to developing an FSAP to identify measures to reduce freight/delivery trips by motorised vehicles and their negative impacts.

- **Camden Local Plan** (2017) - sets out the Council's planning and strategic development policies over the plan period from 2016 to 2031. Policy T4 (Sustainable movement of goods and materials) specifies encouraging canal, rail, and bicycle transport, protecting existing waterborne and rail freight traffic, and promoting freight consolidation facilities. A new local plan is being developed for Camden, and this plan too outlines measures for promoting sustainable transport of goods, services, and materials.

- **We Make Camden** (2022) - aims to develop a strong, sustainable, and inclusive local economy which encompasses a sustainable and efficient freight system as the lifeblood of the local economy.

- **Camden's Climate Action Plan 2020-2025** – sets out a vision for achieving net zero carbon by 2030. This includes plans for the council's own fleet to be 100% low-emissions.

- **Clean Air Action Plan 2022-26** - in conjunction with a longer-term Clean Air Strategy (2019-34), the plan includes a commitment to achieve the World Health Organisation's recommended limits on NO2, PM2.5 and PM10 borough-wide by 2034, which will necessitate freight-related actions.

- **The Camden Future High Streets Programme** (2021) - sets out steps to support the regeneration of our High Streets, enabling a robust recovery from the pandemic. Among other priorities, the programme highlights the need for high streets to provide goods and services beneficial to the local community.

A more detailed description of the policy background is available in Appendix A.

2.5. Challenges and opportunities

2.5.1. Fostering an efficient freight and servicing network in the Borough could sometimes collide with the transport objectives outlined in the CTS and other plans, exacerbating some familiar challenges and presenting new ones with significant influence on health and wellbeing of residents. Pre-empting these challenges will help us maximize the opportunities in the freight and servicing sector to support an inclusive economy in Camden while also furthering healthy streets. This section outlines some challenges pertaining to supporting and maintaining freight and servicing in the Borough.

- **Air quality and climate change** - poor air quality, particularly from PMs, has dangerous public health implications, contributing to premature death. It is estimated that Camden saw between 99 and 109 deaths in 2019 that were attributable to air pollution. HGVs and LGVs contribute to 36% of NOx, 30% of PM, and 28% of CO2 emissions from road transport. Managing emissions in the freight and servicing sector is, therefore, going to be key for improving overall air quality, health, and life chances of our population and meeting MTS and CTS emissions targets.

- **Road danger** - Camden has committed to deliver Vision Zero- zero Killed and Seriously Injured (KSI) casualties- by 2041. Recent data shows that Camden is on a downward trajectory for KSIs and is on course to meet this longer-term target. However, the KSI casualties among pedestrians, cyclists, and motorcyclists remains a significant concern as freight and servicing vehicles present unique challenges to the safety of vulnerable road users given the size of the vehicles. Analysis by TfL of HGV collision data 2012-17 shows that, of all vehicles, HGVs present the greatest risk of being involved in a fatal collision with cyclists and motorcyclists.

- **Road space** - The carriageway and the kerbside are limited resources, demanding multiple uses. The CTS has set out objectives to deliver safe and healthy streets by reduce motor vehicle traffic and promoting walking and cycling. These objectives can compete with the needs of the freight and servicing sector, including easy loading and unloading, parking, and electric vehicle charging infrastructure. Ensuring the Borough can function effectively in the future requires balancing these competing needs and priorities to promote safety, efficiency, and inclusivity.

- **Congestion** - Traffic dominance and congestion on London's streets and consequent delays, particularly to essential freight, undermine the capital's economy, the quality of the street environment, and the borough's ability to attract the investment needed to provide the homes and jobs for a growing population. Freight and servicing vehicles are also a significant contributor to this congestion. Supporting space-efficient freight and deliveries by enabling a transition to smaller vehicles, wherever possible, will ease the impacts of congestion.

- **Growth and land use** - Camden's population is projected to grow to 226,500 people by 2033, a 4.4% increase from what it is estimated to be in 2023. Between 2021 and 2041, Camden is projected to add 60,000 jobs. There are several key areas of development in the Borough, including Holborn, King's Cross, Tottenham Court Road, Euston, West Hampstead, and Kentish Town/ Regis Road. Overall, this new growth is set to create additional demand for travel, freight movement, and servicing, placing additional pressure on the transport network. The accompanying new construction needed to provide new homes and jobs will also create its own need for freight and servicing.

- **Adapting to a changing street environment** - Driven by objectives set out in the MTS and CTS, Camden's streets are transforming to become safer and healthier places for residents, with reduced road danger, air pollution and congestion. Often resulting in a reduction in motor vehicle access to the kerbside, there is a need for deliveries and servicing to adapt to this changing street environment, finding alternative, more efficient, and more sustainable ways of delivering goods and services, including strategies for reducing freight trips, remoding to more sustainable modes, and retiming freight journeys to quieter times of the day.

More information on the challenges summarised above is available in Appendix A.

High Speed 2 (HS2)

High Speed 2 (HS2), a high-speed rail link connecting London and Birmingham, is currently under further review and development. The implementation of HS2, and the associated growth and land use changes generated by it, will have manifold impacts on the freight and servicing movements in the borough. Camden, along with TfL and GLA, released the Euston Area Plan (EAP) in 2015 to align the growth and changes brought by HS2 with the broader goals of the borough and London. A revised version of the EAP is currently being reviewed to reflect the most recent changes to the HS2 project, including scaling back of the rail line and pausing of the 4.5-mile extension between Old Oak Common and Euston. At the time of writing this, the HS2 plan is currently being reviewed by the UK government, leading to uncertainty in the timeframe, budgets, and management of the later phases of the project.

Despite these ongoing developments and uncertainty around implementation, Camden wants to pre-empt the changes to street environment and usage likely

to be introduced by HS2 and plan for them accordingly. In the freight and servicing sector, the primary impacts of HS2 will be related to the following challenges:

- **Construction activity**: The planned construction of HS2 will disrupt traffic movement in areas around the Euston station while also placing additional demand on the street network for catering to freight and servicing movements required for construction. As set out in the EAP, the FSAP will deal with these impacts through measures such as encouraging a Construction Logistics Plan (CLP) for the new development and requiring construction vehicles to comply with TfL standards for work-related road safety. Camden and TfL are also encouraging HS2 Ltd (the public body leading the delivery of the project) to explore using rail for transporting construction materials, wherever possible.

- **Additional freight and servicing**: HS2 is expected to change land use and development around Euston station, leading to increased number of shops, businesses, and commercial centres. This redevelopment and regeneration will create additional demand for freight and servicing in the neighbourhood. FSAP will plan for ensuring that freight and servicing in the newly developed areas is made sustainable through reducing, remoding, and retiming strategies. These include measures such as encouraging off-peak movements, freight consolidation, shifting to e-cargo bikes and foot porterage for last-mile, and requiring a Delivery and Servicing Management Plan (DSMP) for the development.

- **Street and kerbside space**: Redesigning the Euston station as a key transport node, improving connections to the tube, bus, and other modes, and developing the areas around it as a local hub of activity will increase passenger movement and introduce changes to street and kerbside use. EAP mentions promoting sustainable and active travel, particularly on roads adjacent to Euston station— Eversholt Street, Hampstead Road, and Euston Road— by making it easier to walk and cycle. These changes to the neighbourhood and street environment will impact availability of street and kerbside space for freight and servicing activity. FSAP will undertake measures, in line with EAP, to address these challenges.

CHAPTER 3

CAMDEN'S FREIGHT AND SERVICING ACTION PLAN

3. CAMDEN'S FREIGHT AND SERVICING ACTION PLAN

3.1. Objectives

3.1.1. The aim of this Plan is to provide clear actions to help achieve the wider CTS objectives. The FSAP actions have been developed in accordance with these strategic objectives:

Camden Transport Strategy Objectives

1. To transform our streets and places to enable an increase in walking and cycling
2. To reduce car ownership and use, and monitor traffic levels in Camden
3. To deliver a sustainable transport system and streets that are accessible and inclusive for all
4. Substantially reduce all road casualties in Camden and progress towards zero killed and seriously injured (KSI) casualties
5. To reduce and mitigate the impact of transport-based emissions and noise in Camden
6. To deliver an efficient, well-maintained highway network
7. To ensure economic growth and regeneration

3.2. Targets

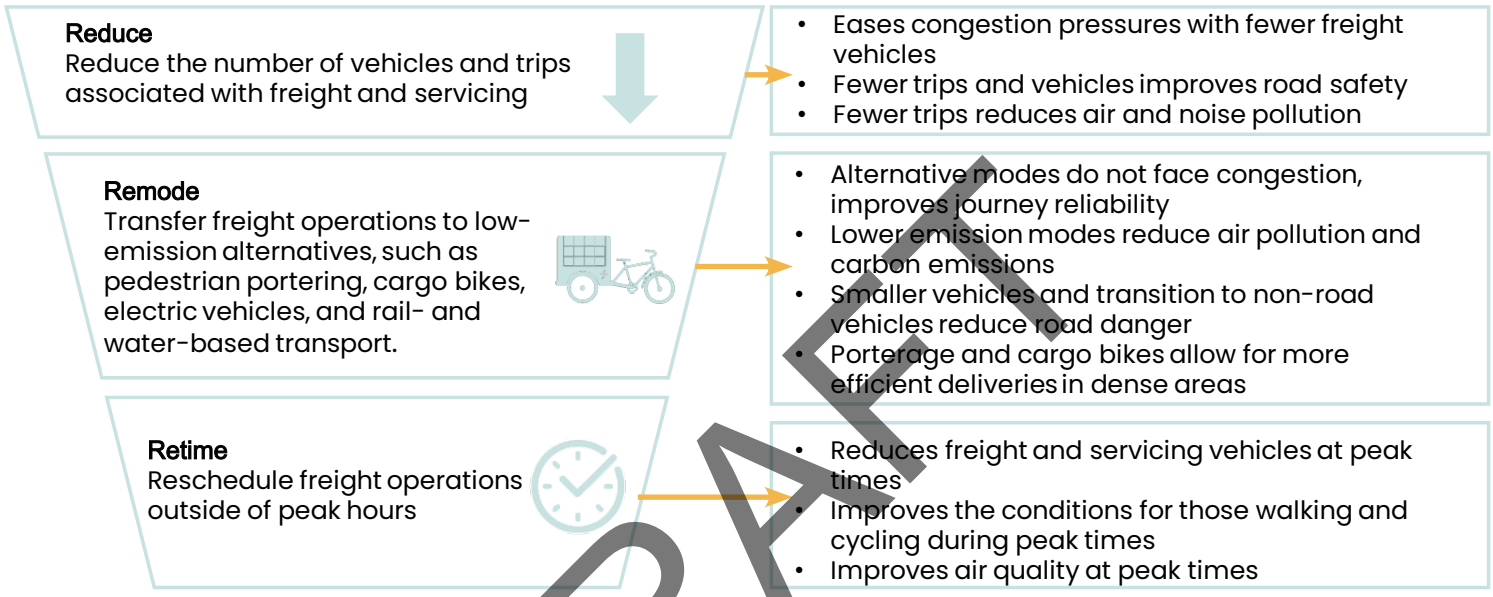
3.2.1. This FSAP is aligned with the strategic targets within the MTS, Mayor's Freight and Servicing Action Plan, and CTS and aim to contribute toward achieving these targets within the Borough. To meet these objectives and to make the success of the FSAP measurable, the following targets have been proposed:

10%	reduction in motor vehicle freight movements in central London by 2026
100%	of all new LGVs and HGVs driven in London zero emission by 2040
0	KSI casualties by 2041 as part of Vision Zero, including casualties where freight and servicing vehicles are involved

3.3. Principles of good practice

3.3.1. The FSAP has been developed to meet these strategic objectives and targets and embeds three principles of good practice in effective freight and servicing management: "reduce", "remode", and "retime". Applying these principles ensures that the actions will achieve desired outcomes, as set out in the table below.

Figure 2: Principles of good practice and desired outcomes



3.3.2. These measures should be considered in the hierarchical order in which they are presented to maximise benefits: Impacts of freight operations are most effectively minimised by reducing freight vehicles on the roads. When this cannot be achieved, we can turn to shifting freight operations to alternative modes. If this is not feasible, existing operations may be rescheduled for less disruptive times of the day or week.

3.3.3. Each of the measures in the FSAP has at least one corresponding principle identified to ensure that all the proposed actions align with the overarching themes of the CTS.

3.4. Camden's achievements so far

3.4.1. An array of actions has already been taken by Camden and its partners to encourage safe, clean, and efficient delivery and servicing movement boroughwide. Table 1 summarises the initiatives and trials that have already been delivered or commenced and that were considered when shaping the FSAP.

Table 1: Summary of Camden's freight and delivery initiatives and action to date

Initiative	Description	Challenge addressed
Commitment to FORS and CLOCS standards	Camden is a member of FORS and CLOCS, both voluntary accreditation schemes for fleet operators. **Fleet Operator Recognition Scheme** (FORS) requires member organisations to demonstrate general good practice in driver and vehicle safety as well as fuel monitoring systems and tyre usage. **Construction Logistics and Community Safety Standard (CLOCS)** requires member organisations to apply best practice from several standards, policies, and codes of practice to provide one industry standard that can be implemented by regulators, clients, principal contractors, and fleet operators. Being a member demonstrates that freight operators within the Council's own fleet are achieving exemplary levels of best practice in safety, efficiency, and environmental protection.	• Poor air quality and carbon emissions • Road danger
London Lorry Control Scheme (LLCS)	Camden is a member of the LLCS, which controls the movement of HGVs during night-time periods and weekends on specific roads in London, helping to minimise noise pollution. The scheme is administered by the London Councils group. Enforcement is carried out in residential areas during night-time through restricted use of specific roads.	• Noise pollution, particularly overnight which is experienced by residents
iRecycle project Camden Electric Moorings	This project explored the use of the river network (Camden's canals) for waste removal. The trial in 2018 was a success and discussions are ongoing with Camden Market to remove their waste using the canal to Powerday in Willesden Junction. This project was developed as part of the Camden Clean Air Initiative.	• Poor air quality • Congestion • Road danger

Initiative	Description	Challenge addressed
Locally targeted Freight Management Plans and Delivery Guides	Camden developed Freight Management Plans (FMP) and Delivery Guides targeting specific areas within the Borough. FMPs and Delivery Guides focused on several key corridors in Camden (including Gray's Inn Road, Chalk Farm Road and Haverstock Hill) have been developed to mitigate the impact on kerbside accessibility for freight activities caused by the introduction of segregated cycle lanes on both sides of the carriageway at these sites. These plans will enable local businesses and residents to still undertake their delivery and servicing activities in an efficient and sustainable manner while supporting cycling infrastructure.	• Localised issues related to freight including adapting to changing street environment
Various cargo bike trials	Freight audits and cargo bike trials for Camden businesses were launched in 2019 supported by the Mayor's Air Quality Fund. Over 700 item deliveries took place through this initiative. The Council helped establish a 'Try Before You Bike' initiative with cargo bike operator, Pedal My Wheels, providing over 20 cargo bike loans and training sessions to Camden businesses and residents.	• Poor air quality and carbon emissions • Congestion • Road danger
Camden Freight Consolidation Centre (CFCC)	Managed by the Council, the CFCC is where (following deliveries from multiple suppliers) items are sorted on-site and prepared for onward final last-mile delivery. Items are then delivered to over 250 final destinations across Camden and Islington by e-cargo bikes or low/zero emission vehicles, including council-owned facilities, hostels/shelter centres and schools. This has increased collective buying power, discounts, and rebates to member businesses of the facility. The initial CFCC was opened in 2014 in Enfield, before it was relocated to Pakenham Street in Camden in 2018, and then again to the Crowndale Centre (Eversholt St) in 2022.	• Poor air quality and carbon emissions • Congestion • Road danger • Rising costs to companies by having numerous suppliers

Initiative	Description	Challenge addressed
EV rapid charging points	Three new rapid charge points have been installed in commercial areas across Camden and more rapid charging points are planned in the future. These will be useful for commercial freight vehicles, taxis, and other large vehicles. TfL has provided Camden with a list of 23 preferred locations that are being investigated for implementation as part of Camden's EV Charging Point Action Plan. Rapid charging points are fully funded by the operator and TfL, with the first of these provided in Camden in 2018.	• Poor air quality and carbon emissions • Limited charging infrastructure available to support electric vehicle (EV) take-up by businesses
Electric fleet	The Council currently operates street cleaning through a procurement contract with a vendor, which performs these operations using electric vehicles. It has been in operation for the last four years. Furthermore, a commitment was met in 2022 to procure a wider vehicle fleet comprising of zero-exhaust emission capable vehicles, or vehicles fuelled by biomethane compressed natural gas (CNG). This contributes to improved local air quality as these types of vehicles produce zero tail pipe emissions.	• Poor air quality and carbon emissions
Ban on personal packages being delivered to Council offices	Camden Council prohibits employees from receiving personal, non-work-related parcels at Camden offices (5 Pancras Square) since occupying the premises in 2015 and encourages them to instead receive their personal deliveries at their residential address. This helps to reduce the number of LGVs travelling through the Central Activities Zone (CAZ).	• Worsening air quality in central London due to high number of van trips • Congestion • Road danger

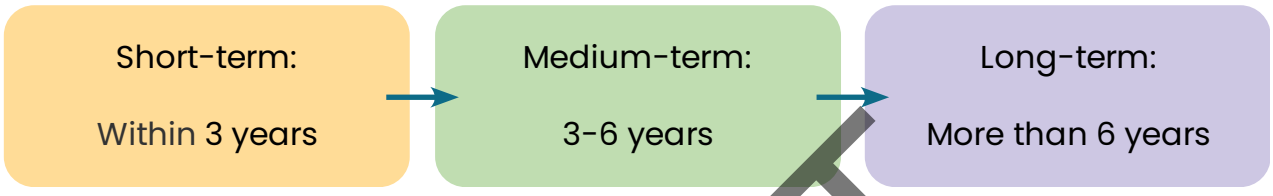
3.4.2. Besides the ones in Camden, several successful initiatives have been developed and implemented across other parts of London to manage freight and servicing activity; these have also helped shape this action plan.

Examples of the measures taken in the other boroughs can be found in Appendix B.

3.5. The structure of the FSAP

3.5.1. The FSAP comprises a list of 36 actions along with associated information for each action, including outcomes, next steps and considerations, delivery partners, and a cost range. All actions are categorised as per the timescale below. The table provides the following information:

Figure 3: FSAP timescale categories



3.5.2. The table provides the following information:

Action	Summary of measure and corresponding principle(s) of good practice.
Outcomes	Desired outcomes the action item is expected to achieve.
Next steps	Tangible next steps Camden will take to deliver the measure, summarised by the type of action (explore, trial, or implement) along with potential considerations for implementation of the action.
Delivery partners	Potential partners for the action; identifies Camden's role in the delivery of the action.
Cost (estimate)	**£:** Below £50k **££:** £50-£150k **£££:** £150k-£500k **££££:** above £500k

3.6. Camden Freight and Servicing Action Plan

3.6.1. Short-term actions (within 3 years)

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
1. Improve access to online toolkits and information for businesses to highlight best practices on reducing, remoding, and retiming 	• Increased business awareness of available options • Reduced barriers to adoption of sustainable alternatives by making them easily accessible and adjustable to business needs **Contributes to CTS objectives 2 and 3**	IMPLEMENT • Expand Camden's webpage for businesses to include or link information on best practices and a wide range of sustianable freight alternatives. • Enable cost comparison within the information and toolkits provided to enable cost efficiencies to drive behaviour change	• LBC (lead) • BIDs • Private operators	£
2. Promote and support bulk ordering and consolidation for Camden, its partners, and local businesses through workshops and information sessions 	• Reduced delivery trips and enhanced cost efficiencies • Reduced kerbside use **Contributes to CTS objectives 3,7**	IMPLEMENT • Launch a marketing campaign with Camden's contractors to encourage bulk ordering and create a common platform to engage • Review council's procurement practices; encourage all Camden contractors to review theirs • Explore the use of underused council storage space and buildings to enable storage of bulk orders	• LBC (lead) • Contracting organisations • Suppliers	££

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
3. Develop an e-cargo training and support scheme for businesses through partners via workshops and skill-building sessions 	• Wider uptake of e-cargo bikes among businesses, building confidence and increasing safety • Cost-effective transport for small freight and last-mile deliveries **Contributes to CTS objectives 1,2,3,5**	TRIAL • Establish communication with potential e-cargo bike service providers • Engage with local businesses to better understand needs and challenges • Arrange trial sessions, including training and e-cargo bike repair sessions • Include a variety of businesses in the trials to gain better understanding of business requirements	• LBC (Lead) • BIDs • Private operators • Active travel charities	£
4. Investigate the creation of a 'Buyers Club' for BIDs to consolidate orders and optimize freight and servicing 	• Reduced delivery trips and enhanced cost efficiencies • Reduced kerbside use • Opportunities created for local suppliers **Contributes to CTS objectives 3,7**	EXPLORE • Initiate conversation with Camden's BIDs and research similar successful practices in London and other cities • BIDs to collect delivery information from all businesses and shape a proposal for a 'Buyer's Club' • Encourage BIDs to take a flexible approach with businesses outside the scope to maximise the benefits	• LBC (initiate) • BIDs(lead) • Local businesses	£

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
5. Promote low-emission delivery and servicing options to residents via existing communication channels in partnership with other organisations 	• Increased awareness and behavioural change towards low-emission delivery alternatives • Reduced kerbside use **Contributes to CTS objectives 1,3,7**	IMPLEMENT • Establish a communications campaign to raise awareness of combining deliveries and opting for sustainable alternatives • Actively involve delivery service providers, private partners, and the public • Engage with other local authorities, GLA to explore wider area involvement in the scheme	• LBC (lead) • Local residents • Private operators	£
6. Explore an electric van-sharing scheme for local businesses 	• Reduced delivery trips and enhanced cost efficiencies, especially for moving large cargo • Reduced kerbside use • Reduced private vehicle ownership across businesses **Contributes to CTS objectives 2,3,5**	EXPLORE • Research successful van sharing initiatives and investigate best practices • Establish communications with private service operators and BIDs to understand capabilities and demand • Develop a trial scheme in one of Camden's town centres	• LBC (initiate) • Private operators (implement) • BIDs	£

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
7. Increase provision of EV charging points for delivery and servicing vehicles in alignment with Camden's EVCP Action Plan 	Increased uptake of low-emission delivery and servicing vehicles **Contributes to CTS objectives 2,3,5**	IMPLEMENT • Implement the delivery of required infrastructure in accordance with Camden Electric Vehicle Charging Points Action Plan • Consider different charging needs specific to delivery and servicing vehicles catering to local businesses	• LBC (lead) • Private EVCP providers	££
8. Research best practices for freight and servicing data collection and processing being used or explored by other local governments 	• Better understanding of key freight and servicing challenges • Data-based planning and decision-making **Contributes to all CTS objectives**	IMPLEMENT • Engage with other authorities (local governments, TfL) to understand best practices and lessons learnt • Carry out workshops with private service providers and other local authorities • Overcome hesitancy that private operators may have in being involved in data sharing by show casing the mutual benefits	• LBC (lead) • TfL • Freight and servicing operators • Traffic data providers • Neighbouring local authorities	£

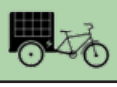
Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
9. Expand the usage of local FSDPs and delivery guides to ensure smooth deliveries and servicing amidst changing street environment 	• Address all of location-specific freight and servicing challenges • Accurate information on kerbside use and management • Better facilitation of changes to street and kerbside use for supporting efficient and sustainable transport **Contributes to CTS objectives 1,3,5**	IMPLEMENT • Investigate location-specific challenges and opportunities by engaging with businesses • Building on existing local freight plans, create action plans that utilise local infrastructure and target specific issues in the area • Ensure early stage research and engagement is conducted to encourage business participation before scheme proposals are finalised	• LBC (lead) • BIDs • Local businesses	££
10. Increase the uptake of FORS and CLOCS among partnering organisations and private operators in Camden 	• Increased road safety associated with freight and servicing vehicles, especially in the construction sector • Enhanced forum for exchanging best practices and reinforcing accountability among businesses **Contributes to CTS objectives 1,4**	IMPLEMENT • Engage with local delivery, trades, and servicing operators • Encourage council partners to commit to FORS and CLOCS standards • Establish an advertising campaign highlighting the benefits of the schemes • Explore options for incentivising uptake and promote the benefits to overcome reluctance in businesses to commit to certification	• LBC (lead) • Private operators • Local businesses • CLOCS and FORS schemes	£

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
11. Expand the conditioning of CMPs, compliance and monitoring, to minimize the negative impacts of freight and servicing related to construction 	• Improved management of construction-related freight and servicing by ensuring compliance **Contributes to CTS objectives 5,7**	IMPLEMENT • LBC to review existing compliance practices • Improve compliance data collection • Establish process that ensures continuous monitoring of compliance with CMPs	• LBC (lead) • Developers • Landowners	£
12. Explore expanding 'Camden Eco Points' scheme to businesses to reward sustainable freight and servicing actions 	• Reduced cost barriers and inertia among businesses to explore, trial, and adopt sustianable alternatives • Increased interest and inclination to transition to sustainable freight and servicing alternatives **Contributes to CTS objectives 2,3,7**	EXPLORE • Research similar schemes introduced elsewhere • Engage with local businesses to understand the needs and most effective incentives • Develop a phased approach to the inclusion of businesses in the rewards scheme, prioritizing actions in the freight and servicing sectors	• LBC (lead) • BIDs • Local businesses • Waste removal operators	£

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
13. Contribute to the development of a Camden Sustainable Procurement Charter to encourage sustainable deliveries and servicing amongst suppliers ⬇	• Commitment to sustainable procurement practice across Camden, its suppliers, and partners • Exemplary sustainable procurement practices (pertaining to freight and servicing) within Council, which encourage other partners and businesses to emulate and improve **Contributes to CTS objectives 3,7**	IMPLEMENT • Assess current procurement practices and policies within the council • Engage with the key internal and external stakeholders and establish criteria for supplier evaluation • Contribute to drafting a sustainable procurement charter or policy • Establish onboarding process for suppliers and a monitoring approach • Adopt a phased approach with adequate support to mitigate challenges from suppliers with limited resources. • Build compliance monitoring into Council contracts to track progress	• LBC (lead) • BIDs • Local businesses	£

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
14. Review external trade vehicle permits to enable shorter visits with lower emissions 	• Promotion of low emission trade vehicles (i.e. e-vans, or cargo bikes) • Efficient kerbside usage enabled by shorter visits • Increased council parking revenue for further investing in sustainable transport **Contributes to CTS objectives 2,5,7**	IMPLEMENT • Investigate similar practices from other boroughs • Engage with local traders to support them to transition to lower emission vehicles • Build an environmental and financial case for the review	• LBC (lead) • Local businesses	£
15. Review parking permissions for Council operations to enable lower emissions 	• Promotion of low emission trade vehicles (i.e. e-vans, or cargo bikes) • Demonstrate bext practice by example **Contributes to CTS objectives 2,5,7**	IMPLEMENT • Investigate similar practices from other boroughs • Engage with Council departments in reviewing fleet operations and purchasing • Build an environmental and financial case for the review	• LBC (lead)	££

3.6.2. Medium term actions (3 to 6 years)

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
16. Expand the Cross River Partnership 'Clean Air Villages' initiative further north in the borough to support re-moding of freight and servicing 	• Enhanced sharing of knowledge and best practices among partners • Integration of efforts in the public, private, and non-profit sectors to advance common and mutually beneficial goals in freight and servicing • Enhanced support infrastructure to explore and trial new solutions **Contributes to CTS objective 5**	IMPLEMENT • Camden to identify suitable town centres in the northern part of the borough • Continue conversation with Cross River Partnership and other relevant partners • Pro-actively consider strategies for transitioning from early-stage exploration and trials to long-term programs	• LBC (initiate) • Cross River Partnership (lead) • BIDs • DEFRA • Neighbouring boroughs	££

Pedestrian Porterage

Following successful trials in London and in other European cities, pedestrian porterage is becoming increasingly popular as a last-mile delivery option.

Foot porters can operate in multiple models:

- The driver 'switches mode' carrying parcels on foot to clusters of addresses;
- Porter delivers order from business premises to customer address on foot; or
- Porters distribute consignments from consolidation hub to customer addresses on foot

Photo Source: Adobe Stock

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
17. Establish the feasibility of a foot porterage scheme to support last-mile deliveries from consolidation points across Camden 	• Reduced kerbside use • Increased uptake of sustainable last-mile delivery options for small cargo • Lowered delivery vehicle mileage and corresponding reduction in vehicle costs **Contributes to CTS objectives 1,2,3,5**	TRIAL • Research successful foot porterage trials in London and other cities • Develop a trial in partnership with private service operators • Investigate technological tools to make parcel portering more efficient • Review and amend pavement infrastructure (including dropped kerbs, crossings and paving) within porterage area to ensure smooth and efficient operation of the wheeled trolley	• LBC (initiate) • Private operators (lead)	££

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
18. Trial a digital booking and availability system for kerbside-loading	• Dynamic booking and utilisation of kerbside space, leading to increased efficiencies along the supply chain • Re-timed deliveries to off-peak periods • Designated loading/ unloading locations • Accurate data on kerbside usage **Contributes to CTS objectives 5,6,7**	TRIAL • Identify suitable kerbside locations • Work in partnership with private sector, delivery operators to develop and trial a digital slot booking system managed by LBC • Integrate new system with existing parking and enforcement systems • Develop clear messaging to public about the trial locations and the objectives	• LBC (lead) • Private operators • TfL	££
19. Expand the introduction of time-banded waste pick-up in more high streets to encourage consolidation of private and Council-operated waste services	• Reduced numbers of commercial waste vehicles and trips • Optimised commercial waste vehicles operations in the borough **Contributes to CTS objectives 5,6**	IMPLEMENT • Engage with BIDs and local businesses • Investigate lessons learnt from existing schemes in Camden and other boroughs • Develop a plan for the expansion of the time-banded waste collection in more high streets • Mitigate objections by private operators by building a business and environmental case to nudge change	• LBC (lead) • BIDs • Private waste collection operators	££

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
20. Promote the use of local services and trades and service sharing among businesses via existing communication channels ⬇	• Reduced volume of service/trade parking • Reduced number of individual contractors generating trips • Increased efficiencies for local businesses and use of local trades / services, boosting the local economy **Contributes to CTS objectives 2,5,7**	IMPLEMENT • Camden to liaise with BIDs to promote the use of local services/ trades • Investigate the opportunity for services/ trades to store their equipment locally for the duration of the works (i.e. repairs, maintenance, minor works), reducing the need for daily trade-vehicle trips • Encourage BIDs to take a flexible approach with businesses outside the scope to maximise the benefits	• LBC (initiate) • BIDs (lead) • Local trades and service suppliers • Local businesses	££
21. Review the London Lorry Control Scheme to explore opportunities to reroute and re-time lorry movement for noise control and efficiency improvements ⬇	• Efficient use of Camden's roads to transport goods and services • Decreased volumes of freight vehicles on residential streets **Contributes to CTS objectives 2,5,7**	EXPLORE • Analyse existing freight traffic data • Undertake extensive review of the current road and restrictions network • Identify key routes for review, engage with the key stakeholders • Build upon improved freight data collection to enable action	• LBC(lead) • TfL	£

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
22. Explore the feasibility of relocating Camden's consolidation centre from Crowndale to expand its capacity to accommodate other businesses 	• Opportunity to plan for improved freight consolidation and optimization of delivery trips • Informed decision-making based on findings pertaining to cost of operation, business requirements, and evaluation of alternatives **Contributes to CTS objectives 3,5,7**	EXPLORE • Carry out a feasibility study • Incorporate learnings from similar efforts in other boroughs • Engage with potential public and private partners • Evaluate financial and operational strategies for long-term sustenance of the centre	• LBC(lead) • TfL • Neighbouring boroughs • Private operators • Landowners	£

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
23. Explore the feasibility of setting up micro-consolidation centres in underutilized spaces along with infrastructure to support sustainable last-mile deliveries 	• Infrastructure created to enable switching last-mile transport from traditional and bigger diesel vehicles to smaller zero and low-carbon modes • Improved journey reliability for deliveries and enhanced efficiencies across freight supply chain • Reduced kerbside use **Contributes to CTS objectives 3,5,7**	EXPLORE • Investigate lessons learnt from previous schemes across London and identify key attributes for selecting spaces for micro-consolidation centres • Identify suitable spaces by matching attributes and conducting a land inventory • Commission a feasibility study and engage with key stakeholders • Evaluate financial and operational strategies for long-term sustenance of the centres, including length of Council involvement	• LBC (Lead) • BIDs • Neighbouring local authorities • Private operators	£

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
24. Expand e-cargo bike sharing schemes in town centres across Camden to improve access for small businesses **Contributes to CTS objectives 1,2,3,5**	• Reduced cost and infrastructural barriers for businesses to explore, trial, and adopt e-cargo bikes • Maximized utilization of e-cargo bikes via sharing, especially for small businesses with minimal delivery needs • Improved knowledge on use cases for e-cargo bike share schemes for wider deployment	TRIAL • Work with private service providers and local businesses to shape and trial new services, including non-standard parking facilities • Explore creating a system for businesses to book a shared e-cargo bike • Develop use cases for wider deployment of e-cargo bike share schemes • Identify suitable use cases and models for trial expansion and support with needed street infrastructure	• LBC (Lead) • BIDs • Private operators	££

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
25. Explore the feasibility of using Camden's waterways for servicing and moving heavy freight 	• Reduced pressure on the road network • Efficient transport of construction freight to highly developing areas of St Pancras and Euston • Low-emission and cost-effective alternative for moving heavy, large cargo **Contributes to CTS objectives 3,4**	EXPLORE • Research best practice and lessons learnt from similar waterway freight trials in London and other cities • Open conversation with the service providers • Ensure consideration in planning policies • Consider impacts on the canal's biodiversity existing canal and canal side uses of increased water traffic	• LBC (lead) • Landowners • Canal & River Trust • Private operators • Neighbouring boroughs that the canal runs through	£
26. Explore the feasibility of rail-based freight transport using key rail termini hubs in the borough: Euston, King's Cross and St Pancras 	• Reduced pressure on the road network • Efficient transport of construction freight to highly developing areas of St Pancras and Euston • Low-emission and cost-effective alternative for moving heavy, large, long-distance cargo **Contributes to CTS objectives 3,5,7**	EXPLORE • Investigate feasibility of a new rail freight terminal/ sorting facility in Camden • Initiate conversation with the key stakeholders • Ensure consideration in planning policies • Collaborate with Network Rail and other partners to seek financial investment	• LBC (initiate) • Network Rail (lead) • Landowners • HS2 • TfL	£

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
27. Lobby Central Government to promote better safe driving standards across the freight and servicing sector **Contributes to CTS objectives 4**	• Reduced road danger • Wider overall uptake of active travel modes due to increased safety	IMPLEMENT • Call on the Government to establish the operator licence regime for vans • Call on the government to revise the way motorcycle training is delivered and regulated • Work with CLOCS to include LGV into the standard • Actively engage with other local authories in lobbying governing organisations to overcome challenges of requesting nationwide changes	• LBC (Initiate) • DfT (Lead) • TfL • CLOCS (lead)	£

Rail Freight

Currently, rail accounts for less than 10% of freight in London, however it holds many opportunities when envisaging a safe, clean, and efficient future of freight. It could become a cornerstone of Camden's growth, especially in areas like Euston.

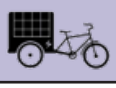
The key benefits of rail freight are that it is:

- Suitable for long-distance, heavy cargos (i.e. construction material);
- Considerably lower in emissions compared to road haulage;
- Faster and more reliable than road freight;
- Reduces pressure on the road network.

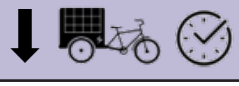
Photo Source: Adobe Stock

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
28. Improve traffic data collection and processing for freight and servicing **Contributes to all CTS objectives**	• Better understanding of key freight and servicing challenges • Data-based planning and decision-making	IMPLEMENT • Work with key partners to develop a framework for data sharing and feeding it into planning/ decision-making concerning freight and servicing • Initiate data sharing with private freight and servicing providers and develop a process for continuing data-informed freight and servicing planning • Work with TfL, neighbouring boroughs and non-profits to find additional resources and capabilities to implement	• LBC (lead) • TfL • Freight and servicing operators • Traffic data providers • Neighbouring local authorities	£

3.6.3. Long term actions (over 6 years)

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
29. Deliver a new freight consolidation centre with expanded capacity to replace Crowndale Consolidation Centre 	• Enhanced consolidation potential, catering to more businesses • Reduced motorised freight vehicle volumes • Financial advantages for businesses, including reduced delivery expenses and increased collective buying power **Contributes to CTS objectives 3,5,7**	IMPLEMENT • If deemed feasible, work with Camden's planning department to create a plan for delivering the new centre • Commence engagement with the key stakeholders • Promote the new centre among local businesses • Ensure efficient use and management of the centre, by securing a mutual commitment from all user organisations	• LBC (Lead) • TfL • Neighbouring boroughs • Private operators • Landowners	££££
30. Upgrade Camden's own, and contracted servicing fleets to increase the proportion of low emission vehicles 	• Exemplary sustainable freight and servicing fleet composition within council, which will encourage other partners and businesses to emulate and improve • Reduce the emissions impact of council operations **Contributes to CTS objectives 3,5**	IMPLEMENT • Initiate low emission vehicle procurement in stages • Plan and deliver required infrastructure (refer to Camden Electric Vehicle Charging Points Action Plan) • Seek additional funding through other avenues, i.e. central government grants to meet the prohibitive costs of fleet upgrade/ transition	• LBC (lead) • EVCP service providers	££££

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
31. Lobby the Central Government for a legislative change to support consolidation of waste services in the borough ⬇	• Reduced numbers of commercial waste vehicles and providers • Improved coordination and optimization of waste services **Contributes to CTS objectives 5,6**	IMPLEMENT • Liaise with other local authorities • Research and develop a business and environmental case for the changes on legislation • Create an affordable, efficient, and low-emission Council-run operation to build financial and environmental case	• LBC (initiate) • Other local authorities • DfT • Defra	£
32. Strengthen requirements of, and compliance with Construction Management Plans (CMPs) to reduce negative impacts of construction freight and servicing ⬇	• Mitigated negative impacts of freight and servicing activity associated with the construction of new developments • Opportunity to retime movement outside peak hours **Contributes to CTS objectives 3,5**	IMPLEMENT • Work with Camden planning team to outline opportunities for improving freight and servicing in the construction sector • Develop and promote new planning guidance for developers/ other entities to better identify and address freight and servicing impacts • Establish clear processes for reviewing and enforcing these policies • Encourage the involvement of other authorities such as TfL in submission, approvals and compliance monitoring, to reduce risk of non-compliance	• LBC (lead) • TfL • Developers	£

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
33. Strengthen requirements of, and compliance with Delivery and Service Management Plans (DSMPs) for major developments to facilitate sustainable deliveries and servicing 	• Mitigated negative impacts of freight and servicing activity associated with the new or existing developments • Early-stage planning to manage predicted increase in deliveries and servicing in the area **Contributes to CTS objectives 3,5**	IMPLEMENT • Work with Camden planning team to outline opportunities for improving deliveries and servicing in new or existing developments • Develop and promote new planning guidance for developers/ other entities to better identify and address delivery and servicing impacts in the DSMPs • Establish clear processes for reviewing and enforcing these policies • Encourage the involvement of other authorities such as TfL in submission, approvals and compliance monitoring, to reduce risk of non-compliance	• LBC (lead) • TfL • Developers • GLA	£

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
34. Update guidance on conducting Transport Assessments (TAs) to include evaluation of the impacts of deliveries and servicing on local streets **Contributes to CTS objectives 3,5**	• Mitigated negative impacts of freight and servicing activity associated with new developments on local streets • Early-stage planning to manage predicted increase in deliveries and servicing in the neighbourhood	IMPLEMENT • Work with Camden planning team to outline opportunities for improving deliveries and servicing in new or existing developments • Develop and promote new planning guidance for developers / other entities to better identify and address delivery and servicing impacts in the TAs • Establish clear processes for reviewing and enforcing these policies • Encourage the involvement of other authorities such as TfL in submission, approvals and compliance monitoring, to reduce risk of non-compliance	• LBC (lead) • TfL • Developers	£

Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
35. Implement a joint procurement partnership programme within council and externally to enhance consolidation, bulk-delivery and servicing ⬇	• Streamlined delivery and servicing schedules and enhanced cost efficiencies **Contributes to CTS objectives 3,7**	IMPLEMENT • Examine and amend internal procurement practice where needed • Build on successful joint procurement practice with neighbouring boroughs • Expand the network of interested parties and run a joint procurement exercise in partnership with other organisations • Design the partnership with a defined scope where there is alignment across multiple partners, to enable procurement across partners with diverging priorities and buying needs	• LBC (lead) • Neighbouring Councils • Local charities • BIDs • Suppliers • Private partners	£

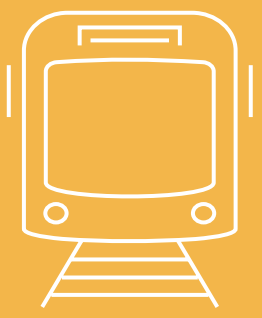
Action	Outcomes	Next steps and considerations	Delivery Partners	Cost
36. Support TfL to improve real time road management to improve the efficiency of servicing and freight movement ⬇	• Data-informed plans and actions to reduce, retime, and remode freight and servicing **Contributes to CTS objectives 5,6**	IMPLEMENT • Assess freight and servicing movement on the strategic corridors and evaluate opportunities for reducing, retiming, and remoding • Collaborate with TfL and private partners to develop options for retiming and rerouting to improve efficiency of freight and servicing movement • Improve data sharing relating to planned and unplanned road disruption	• LBC (Initiate) • TfL (lead) • Routing service providers	£

Decarbonising Camden's fleet

Camden continues to work with its partners to upgrade the servicing fleet to low emission vehicles, and to provide supporting infrastructure like rapid and other electric charging points at off-road sites. This ensures that the services the council provides are clean and safe for its residents and businesses.

CHAPTER 4

DELIVERING AND MONITORING CAMDEN FSAP



4. DELIVERING AND MONITORING CAMDEN FSAP

4.1. Partnership working

4.1.1. Safe, efficient, and clean freight and servicing requires the Council to work closely with our partners.

4.1.2. This is especially important when it comes to actions that would impact freight and servicing on a regional level, or where another organisation is responsible for network assets or decision making. Transport for London, Department for Transport, and other local (e.g. neighbouring) authorities will continue to be key partners in delivering the Camden FSAP.

4.1.3. Camden will also continue to engage with a variety of local stakeholders, including local businesses, BIDs, and third sector organisations, to establish effective communication channels, and will pilot local schemes to respond to the specific needs of Camden-based businesses.

4.1.4. Partnerships with private sector operators will be especially important to actions relating to remoding, as these partners offer the products and services necessary to fulfil many of the action items. Camden will work together with car-sharing, e-cargo bike rental, delivery, and other service providers to shape and trial schemes. Key partners for the whole Camden FSAP are detailed in the table 2. The table presents an indicative list summarising key organisations in each sector that Camden will work in partnership with, to achieve the targets set out in this plan.

Table 2: Key stakeholders

Public sector	Private sector	Third sector
• Transport for London • Defra • DfT • Neighbouring local authorities • Network Rail • GLA • Schools / Colleges • Hospitals	• Car-share operators • E-cargo bike rental companies • Delivery service operators • Local businesses • Servicing operators • BIDs • Developers • EVCP Operators	• Camden Clean Air Initiative • Cross River Partnership • Canal & River Trust • Charities • Environmental organisations

4.2. Funding sources

4.2.1. It should be noted that this plan is being developed within a limited funding environment. All funding avenues will be explored to deliver the necessary freight and servicing programmes identified in this plan, including bids to discretionary TfL or central government funding, input from private operators, and further local developer contributions. The following are considered as potential funding sources:

- Actions that include EVCP infrastructure will be funded by TfL, private operators, Source London, Go Ultra Low City, and other sources;
- Measures that require new building infrastructure through development will be secured through developer contributions (CIL/S106 Agreements);
- Behaviour change interventions are to be funded from the Smarter Travel budget allocation from TfL's LIP fund for Camden, as well as developer contributions;
- The Clean Air Villages initiative is a Defra funded project led by Westminster City Council in collaboration with 26 project partners. Future funding rounds could support projects in Camden;
- For measures that support new automated transport service projects, the Council would bid for funding from Innovate UK, which is the UK's national innovation agency;
- Delivery and servicing and shared mobility operators are also keen to reduce negative impacts and improve the efficiency of operations. As such, undertaking trials for digital kerbside solutions, developing new e-assist pedestrian porterage technologies, and van-sharing schemes for example, will largely be funded by private service operators.

4.3. Monitoring and review

4.3.1. Monitoring and reviewing the measures detailed in this plan are essential to achieving its objectives. Ongoing monitoring will ensure that the actions are adhered to by both the council and its partners.

4.3.2. Periodic reporting will provide transparency and will keep residents and businesses informed about key achievements and any changes to the initially proposed measures. As such, updates on progress of the FSAP implementation will be provided and tracked in the annual CTS update reports to the Culture & Environment Scrutiny Committee and subsequently published on Camden's website. These updates will ensure that the progress is continuously monitored against the measures and objectives set out in this action plan.

4.3.3. Additionally, full FSAP reviews will be carried out nearing the end of each three-year programme of investment, ensuring that the actions reflect most accurate information and evidence available at the time.

Appendices

Appendix A – The Freight and Servicing Context of Camden

Appendix B – Best Practices in Freight and Servicing

Appendix C – Glossary