

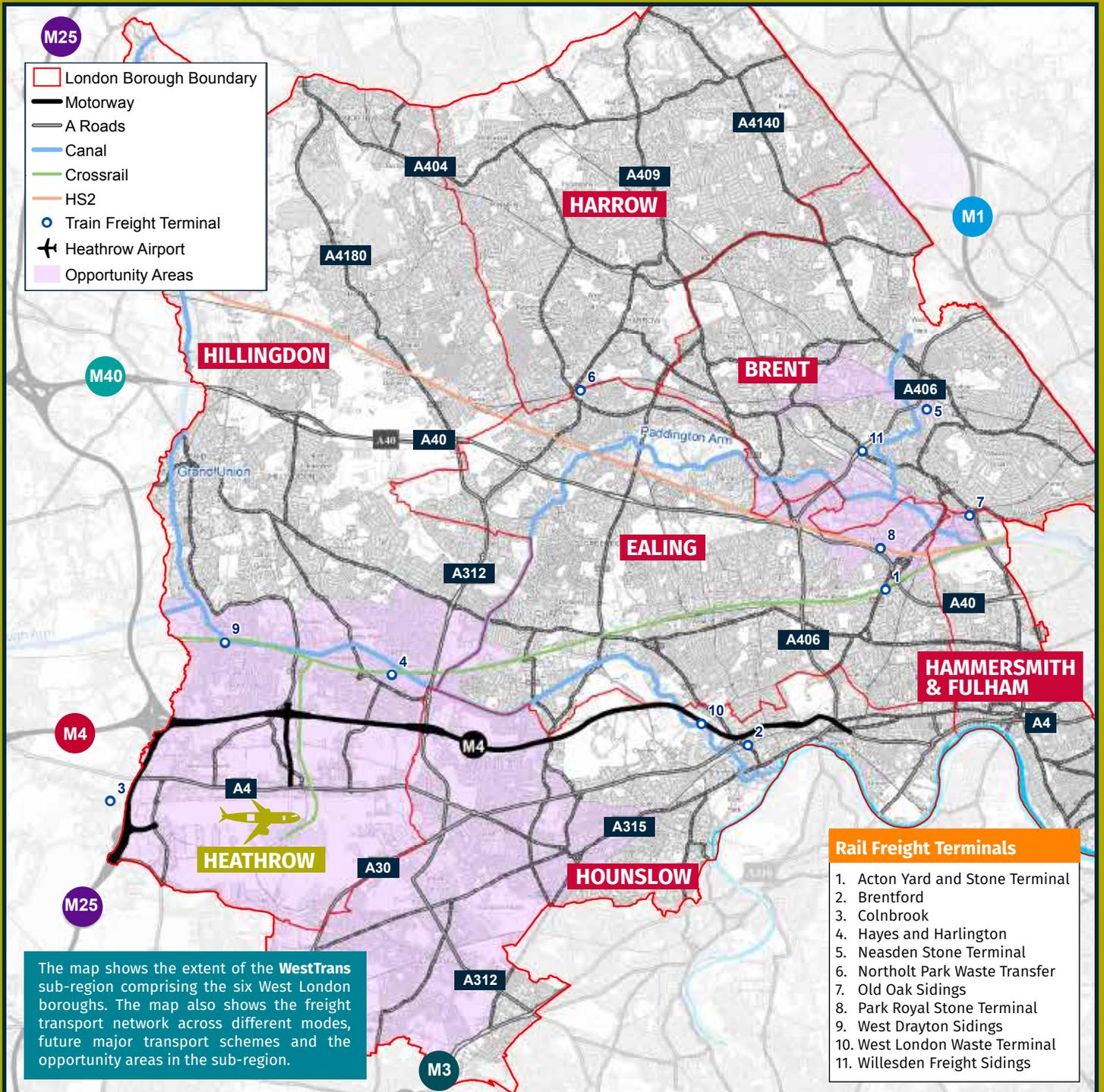


FREIGHT STRATEGY



WESTTRANS
PLANNING *TRANSPORT* TOGETHER





WestTrans is a partnership of the six West London boroughs of Ealing, Brent, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow.



Introduction



WestTrans is delighted to present this Freight Strategy for West London. It is anticipated that this will help shape the freight sector and those influenced by it over the short to medium term.

WestTrans is a partnership of the six West London boroughs of Ealing, Brent, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow. Joined by key stakeholders including West London Alliance and West London Business, it works with Transport for London (TfL) to identify, develop and implement transport projects to the benefit of the sub-region. It also contributes advice to West London leaders relating to the development of an appropriate transport strategy for West

London and provides a platform to lobby regional and national government in a cohesive manner on behalf of the sub-region.

The West London boroughs have sought to better understand Freight, not just in terms of vehicle movements but for congestion, employment and economic growth too. The aims of the Strategy are closely tied to the aims of TfL, who have continued to support this project throughout, and those of the boroughs and all the stakeholders who have invested their time to help create this Strategy. Please note, in the context of this document, West London and the sub-region, refer to the area comprising the six West London boroughs.



Background



Goods vehicles account for between **10-30%** of total vehicles on key routes in West London

What is Freight West London?

At some point, all of the goods and services we need on a daily basis are part of a supply chain and can be considered as freight. It's how food and drink reaches shops, pubs and restaurants. It's the bit in between when you click to buy something online and it gets delivered to your home or work, or you collect it from a delivery point. It's how concrete bricks and blocks arrive at construction sites to build the homes we live in and it's how waste is collected and recycled. Freight involves every form of transport from ships, boats, barges and cranes to planes, trains, lorries, vans, cars, motorcycles, bicycles and people.

It's often thought of as something that just happens in the background and it's often only the negative aspects that are noticed, especially in urban areas – large vehicles, noise, emissions and conflict with other road users. However, it supports everything we do; the success of West London is dependent on the efficient movement of goods and services as well as people; and the economy relies on freight to construct, supply and service the sub-region and beyond. And we need to do all of this in the most sustainable and environmentally friendly way possible, which provides a fantastic challenge.

The West London sub-region is a key freight gateway; it is home to Heathrow Airport, Park Royal Industrial Area, Westfield Shopping Centre (Shepherds Bush), Wembley Stadium and the Western International Market as well as town and district centres. All of these are important locations and shape the sub-region; they are also significant freight movement generators.

Due to its gateway role, West London is home to a large concentration of freight operations.

The WestTrans boroughs are well served by road and rail connections, running mainly as radial routes to Central London. This is complimented by waterways including the Thames River and a 65 mile local canal network. There are some 1,743 companies involved in the freight and logistics sector in some way, shape or form in the sub-region.

Freight and logistics therefore makes a significant contribution to the economy of West London and is responsible for employing over 690,000 people.

West London is set to see large population growth over the next twenty years, which will bring with it thousands of new homes and associated infrastructure. The Opportunity Areas across West London are the main locations for delivering these and together they have the capacity to supply an additional 84,000 homes. This represents over 20% of London's new homes over the next 20 years.

In addition, some of the new transport infrastructure that is either under construction or in the pipeline includes Crossrail, HS2 and new stations on the North London Line at Old Oak Common and Hythe Road on the West London Line. There are also numerous other smaller scale local infrastructure projects programmed for West London in the coming years.

Heathrow Airport is one of the world's busiest international hubs, handling approximately 1.5 million tonnes of cargo in 2014.

If a third runway is added (a decision could be made in summer 2016) then this is likely to further increase air freight volumes and associated support services.

Over the past 10 years HGV kilometres travelled in West London has decreased by 6%, whilst van kilometres have increased by 20%.



Approximately 80% of HGV operators in the sub-region have between 1 and 5 vehicles in their fleet.

Background

WHAT IS FREIGHT WEST LONDON?

Any urban area with limited road space will suffer from congestion if everyone attempts to use the road network at the same time. West London is no different in terms of its roads being busiest between 0700 and 1100 Monday to Friday.

Freight transport, and road freight in particular, is a large contributor to emissions. In the West London area, all six boroughs have declared Air Quality Management Areas (AQMAS) as a result of emissions arising from road transport. All of these AQMAS have nitrous oxides (NO₂) as a declared pollutant, four also have particulate matter (PM₁₀) and collectively the AQMAS cover almost the entire sub-region.

In addition to air quality we must continue to push for safer roads, for all users. Unfortunately there were four fatalities in accidents involving vans and HGVs in the sub-region in 2014. Three of the four fatalities involved a Vulnerable Road User (VRU), all pedestrians. To help put this into context, the sub-region accounted for 19% of the total number of casualties for incidents involving vans and HGVs across London.





West London is home to 32% of all of London's HGVs and 25% of London's van fleet



32%



25%

It should be noted that huge steps have been taken to understand HGV road safety issues and improve vehicle safety through the design and manufacture of safer new vehicles and fitting appropriate safety equipment to existing vehicles. Operators wish to use the quietest, cleanest and most fuel efficient vehicles in order to reduce running costs and maintain or enhance their reputation.

This highlights the responsibility placed on the freight and logistics sector in the sub-region. It has also been shown just how vital it is in terms of jobs and supporting the economy. Some of the challenges facing the sub-region and the wider freight and logistics sector include:

- Rising demand: population and quality of life
- Changing customer demand and expectations: pushing service levels up
- Changing technology: fuel, telematics, use of real-time data
- Industry changes: internet ordering, omni-channel retailing, near-sourcing, port-centric logistics
- Fragmentation of supply chains: growth in the use of vans
- A higher political profile for freight: road safety

Why produce a freight strategy?

The boroughs in West London are working together to address issues affecting freight, local businesses and residents, with the aim of improving road safety, air quality, reducing congestion, increasing business efficiency and thereby supporting economic growth.



IMPROVE
AIR QUALITY
AND REDUCE
EMISSIONS

INCREASE
EFFICIENCY
OF FREIGHT
ACTIVITY

REDUCE
CONGESTION
ON OUR ROAD
NETWORK

SUPPORT
INNOVATION AND
PROMOTE THE USE
OF TECHNOLOGY

IMPROVE SAFETY
OF FREIGHT
ACTIVITY ACROSS
ALL MODES

ENSURE WEST
LONDON IS GOOD
FOR BUSINESS
& THE ECONOMY

OUR KEY OBJECTIVES

Initiatives and Actions

What are our priority initiatives and actions?

The Freight Strategy objectives, initiatives and actions have been developed through a combination of engagement with a range of stakeholders, analysis of data and trends, an understanding of the issues and problems faced by the freight and logistics sector, and knowledge of the range of potential solutions available. The chosen actions also take in to account the priorities and programmes of key potential delivery partners such as Transport for London, the WestTrans boroughs, West London Alliance and West London businesses.

It is recognised that the Freight Strategy needs to consider all modes and support the movement of freight by road, rail, water and air. However, it is also recognised that the majority of freight in West London moves by road and that this is likely to be the case for the foreseeable future.

Initiatives

A total of fifteen initiatives have been selected with one or more actions under each initiative as shown in the Action Plan.

All of the chosen initiatives and actions received the backing of stakeholders and where possible stakeholders are named alongside the relevant action. The delivery of the action plan is dependent upon the availability of funding and resources to implement individual actions.

OUR INITIATIVES



Initiative 1

FREIGHT STRATEGY STEERING GROUP

The Freight Strategy has been developed in conjunction with stakeholders and it is considered vital to see these same stakeholders to support and help with the implementation of the strategy. A steering group will be formed with the overall objective of setting the direction for the strategy, provide impetus for the delivery of actions and being accountable for their implementation.

Initiative 2

CONSOLIDATION

One of the most promising behavioural changes in delivery and servicing operations is that of consolidation. Its attractiveness is due to the fact that it jointly achieves an improvement in supply chain efficiency with a reduction in vehicle activity and its associated negative impacts. This stems from the fact that consolidation allows companies to do more with less (i.e. to move more goods with fewer freight transport inputs). Some companies and public sector organisations both in London, the UK and internationally are already making use of delivery and servicing consolidation, and reap the benefits of doing so.



A scoping project has **already started** to explore further opportunities. Details will be presented to the steering group for further action.

TYPES OF CONSOLIDATION

Consolidation Centres

High street retail consolidation centres

Shopping centre consolidation centres

Micro-consolidation centres

Construction consolidation centres

Hospital consolidation centres

Office consolidation centres

Receiver Led Consolidation

Upstream consolidation between suppliers / retailers

Procurement-based consolidation

Storage-based consolidation

Out-of-hours deliveries



Operator Led Consolidation

In-house consolidation operations

Virtual consolidation arrangements between carriers

Primary distribution consolidation

Freight exchange systems



Point of Delivery Consolidation

Locker banks

Collection points

Unattended delivery boxes at homes

Waste consolidation centres / recycling centres



There are numerous different ways that deliveries can be consolidated. For more information please visit: <https://tfl.gov.uk/info-for/deliveries-in-london/delivering-efficiently/consolidating-deliveries#on-this-page-2>



Initiative 3

LAST MILE LOGISTICS

The term 'last mile' has been adopted by the logistics sector to describe the last leg of the supply chain. This last leg can sometimes be the least efficient link in the supply chain and includes all of the challenges of delivering goods to urban areas. Last mile logistics, by its nature, helps to foster innovation and change and is sometimes seen as an alternative to the traditional logistics delivery model. Consultation with stakeholders identified last mile logistics as a key area of interest for both the public and private sector alike. There is some potential overlap between consolidation and last mile logistics, therefore the results from the consolidation scoping exercise may help act as a catalyst or identify the next step.

Initiative 4

RETIMING DELIVERIES

Retiming deliveries is recognised as having huge potential to re-shape how goods are moved, delivered and collected, especially in urban areas such as West London. Retiming of deliveries is already occurring across the WestTrans region and we believe there is scope to do more. Operators have told us about their retimed delivery operations, Westfield shopping centre in Shepherds Bush confirmed their interest and the London Borough of Brent are working with TfL to scope and implement an area wide retiming deliveries trial with a range of businesses in Wembley Park.

The excerpt below is taken from the retiming Deliveries Consortium Guidance document 'Getting the timing right' and sums up the rationale for retiming deliveries.

'...ensuring that deliveries are carried out at the most efficient, convenient and mutually beneficial time is crucial for everyone involved. This doesn't mean established ways of working are redundant. Nor does it mean that delivering overnight is the only option. Organisations on both the supply and demand sides of the freight industry are already working together to adapt, and are finding that even small adjustments can deliver major benefits, including time and cost savings.'

Initiative 5

DELIVERY AND SERVICING

Engagement with stakeholders revealed that Delivery and Service Plans (DSPs) are already secured through the planning process across the sub-region. A DSP is a plan to make sure that freight vehicle activity to and from the target location is working effectively for everyone.

The DSP will seek to improve the safety, efficiency and reliability of deliveries, collections and servicing trips.

The value of DSPs is clear; however the quality of the DSPs produced, their implementation and subsequent monitoring appears to vary significantly. Therefore to help improve the quality of DSPs produced, an online DSP creator is being developed. This will allow DSPs to be created easily and ensure robust and practical measures are included along with an appropriate management and monitoring regime. Since June 2012 WestTrans has taken full responsibility for monitoring the implementation of Development Control Travel Plans across five of the six West London boroughs. There is great potential benefit to be achieved for a similar action being progressed for DSPs.

Initiative 6

CONSTRUCTION LOGISTICS

Construction logistics was raised as an area of interest and in some cases concern by a number of stakeholders in particular the boroughs. Construction brings with it various challenges, not least the sheer volume of vehicle movements it can create and the associated impacts this can have on congestion, air quality and road safety.

Engagement with stakeholders revealed that Construction Logistics Plans (CLPs) are already secured through planning process across the sub-region. CLPs are an important management tool for planners, developers and those working in the construction industry. However there is some scepticism regarding their implementation in reality and how the process is monitored. It is thought that there is great potential benefit to be achieved by WestTrans taking responsibility for monitoring the implementation of CLPs across the sub-region.

In addition to CLPs, construction consolidation is also seen as a key tool to help manage and control construction logistics for the benefit of everyone.

Therefore investigating construction consolidation opportunities is another action that could yield significant benefits.

Initiative 7/8

FLEET MANAGEMENT

Stakeholders expressed their broad support for actions to raise awareness of alternatively fuelled goods vehicles, improve associated refuelling infrastructure and encourage uptake of the latest vehicle technology. The need to improve road safety through utilising vehicle technology was also universally acknowledged and many initiatives are already underway such as the widespread adoption of FORS and CLOCS vehicle standards. **Boroughs are in the process of upgrading their own vehicle fleets to reach FORS Gold standard.** Some operators have also developed an urban logistics concept vehicle, which could be trialled within a logistics operation in West London.

WestTrans is leading the roll out of Work Related Road Risk (WRRR) requirements for West London boroughs in partnership with West London Alliance. WRRR contractual requirements came into effect for West London boroughs from April 2016. Further to this, the recently launched LoCITY programme will increase the supply and uptake of low emission commercial vehicles and the supporting infrastructure, making it easier for operators to invest in the technology. Through the engagement process a number of operators were identified as already being signed up to participate in the programme or would be interested in participating.



Initiative 9

SKILLS AND TRAINING

The promotion of best practice and improving the skills and training of those who work in the freight and logistics sector contributes towards a safer, more efficient, more sustainable West London. Providing training and improving skills is a continuous process; boroughs, TfL and operators all indicated that they will continue to provide training and skills programmes and ensure their staff participate. Training and skills development are therefore an integral part of the WestTrans Freight Strategy and represents a potentially lower-cost, high impact solution.



The number of parcel deliveries will increase by over 40% between 2013 and 2018

Initiative 10

HOME DELIVERIES

Online purchasing and delivery markets are growing with the use of tablet and mobile devices, developing round-the-clock purchasing habits. Competition within the delivery market is driving carriers to continuously review their proposition and provide more delivery options and quality services for their consumers. Click and collect is increasing in popularity including services such as Collect Plus, Doodle collection and return facilities at railway stations, and Amazon, Bybox and Inpost locker banks installed at various locations.

Engagement with stakeholders showed broad support for these services and facilities. The consolidation scoping exercise will help to provide some insight on their current status in West London and where opportunities may lie to improve the offer. It is likely that the roll out and usage of these facilities will be led by private sector providers of these facilities and driven by consumer demand. However, one example of public sector involvement would be the Old Oak and Park Royal Development Corporation (OPDC) seeking to embed these facilities within their transport strategy as part of their redevelopment proposals. This is also a policy that could be adopted by the WestTrans boroughs and forms part of the Action Plan.

Initiative 11

LOADING AND UNLOADING

Demand for loading and unloading facilities can create congestion, impact road network performance and reduce the effectiveness of traffic management schemes. However, facilitating kerbside loading at the right place and time, using suitably designed loading bays and regulatory instruments can smooth traffic flow and benefit other road users.

The feedback from stakeholders from the engagement process on this topic was focussed on two areas:

- 1) Industry was keen to see greater consistency across the WestTrans boroughs in terms of the restrictions and regulations placed on parking and loading bays and their subsequent enforcement.
- 2) The provision of good loading and unloading facilities across the sub-region is considered to be crucial to allow delivery and servicing activity to function effectively.

With this in mind two actions are proposed:

- 1) Roll out TfL delivery and servicing survey and audit methodology and management of road space at key locations.
- 2) Review and reconcile parking and loading / unloading regulations and enforcement across the WestTrans boroughs.



Initiative 12

ITS AND DATA

The Mayor of London has placed great emphasis on the use of technology to resolve the issues surrounding London's predicted population growth of 1.5 million by 2030 and the associated 12% increase in freight traffic this is anticipated to cause.

The Greater London Authority (GLA) has created the London Data Store (LDS) in response to the growing demand for open data.

This website can be used as a platform to host open data from public sector organisations for use by interested parties.

TfL is currently working with boroughs and industry on the topic of open data. There are different work streams including considering industry needs, capturing useful borough freight data and converting it in to a consumable dataset and freight routeing. These are pilot studies that will act as a demonstrator to encourage all boroughs to produce their own data sets. This will provide an increase in the completeness and value of freight data available; leading to freight activity which is safer, cleaner and more efficient, whilst also contributing to reducing congestion.



33 Freight trains operate in west London daily. Equivalent to **1500** lorry loads

Initiative 13/14

RAIL AND WATER FREIGHT

Stakeholders were largely in agreement with the sentiment that rail and water freight was an important element of freight movement in West London, but that scope to influence its use was sometimes limited. It was also identified that freight and passenger services sometimes compete with each other for access to train paths across the network and that a balance needs to be struck depending on priorities.

On this basis it is proposed that actions largely focus on supporting and promoting the use of rail and water freight where it is practicable and safe guarding wharves and land for rail freight terminals.

Initiative 15

STRATEGIC AREAS



The West London sub-region includes a number of strategic areas such as Heathrow airport and the Opportunity Areas including Old Oak Common, Park Royal, Southall and White City.

Engagement with Heathrow indicates they are progressing with a number of initiatives through their own freight strategy. These include introducing a call forward holding area for HGVs, seeking to manage freight vehicle routes to and from the airport, investigating the potential for a remote air cargo consolidation centre linked to the call forward holding area, and provision of electric freight vehicle charging points. The Heathrow freight strategy initiatives are shown to have strong links with a number of the initiatives and actions in the WestTrans Freight Strategy. Heathrow are keen to participate in the WestTrans Freight Strategy as they believe it will be mutually beneficial to work together to deliver both strategies and engage with stakeholders.

The Opportunity Areas all provide excellent potential to shape and influence construction and delivery and servicing activity across the sub-region as they come forward. WestTrans are therefore keen to work with stakeholders in these strategic areas to ensure a positive contribution to the objectives of the Freight Strategy can be achieved.



Action Plan

	Initiative and Action	Key Objective Impact						Lead and Supporting Stakeholders	Timescales
		Safety	Efficiency	Congestion	Air Quality	Economy	Innov & Tech		
1	Freight strategy steering group	●●	●●	●●	●●	●●	●●	Boroughs, Industry, Trade Associations, WestTrans (facilitator)	Short
2	Consolidation								
	Carry out a scoping exercise considering all forms of consolidation: procurement, up-stream supply chain, point of delivery and consolidation centre	●●	●●●	●●●	●●	●●	●●	WestTrans	Underway
	Investigate consolidation opportunities with businesses, operators and boroughs	●●	●●●	●●●	●●	●●	●●	Boroughs, businesses, Clipper, DHL, Gnewt, Heathrow, TfL, TNT, WestTrans	Short
	Implement or trial consolidation in one or more forms	●●	●●●	●●●	●●●	●●	●●	Boroughs, businesses, Heathrow, operators, TfL, WestTrans	Medium - Long
3	Last Mile Logistics								
	Carry out a scoping exercise of last mile logistics solutions	●●	●●	●●	●●	●●	●●	Boroughs, businesses, operators, TfL, WestTrans	Short
	Investigate last mile logistics solution with businesses, operators and boroughs	●●	●●	●●	●●	●●	●●	Boroughs, businesses, Clipper, DHL, Gnewt, Heathrow, London Bike Hub, TfL, TNT, WestTrans	Short - Medium
	Implement or trial one or more last mile logistics solutions	●●	●●●	●●●	●●●	●●	●●	Boroughs, businesses, operators, TfL, WestTrans	Medium - Long
4	Retiming Deliveries								
	Roll out retimed deliveries across the sub-region or targeted locations	●●	●●	●●	●●	●●	●●	Boroughs, businesses, FTA, operators, TfL, WestTrans	Short - Medium
	Scope and implement re-timing deliveries trial in Brent	●●	●●	●●	●●	●●	●●	LB Brent, TfL	Underway
	Scope and implement re-timed deliveries at Westfield London	●●	●●	●●	●●	●●	●●	TfL, Westfield	Short - Medium

Key Objective Impact Rating:

Low ● Medium ●● High ●●●

Indicate the expected action impact towards each key objective impact.

Action Plan

	Initiative and Action	Key Objective Impact						Lead and Supporting Stakeholders	Timescales
		Safety	Efficiency	Congestion	Air Quality	Economy	Innov & Tech		
5	Deliveries and Servicing								
	Develop on-line Delivery and Servicing Plan creator	●	●	●	●	●	●	TfL, WestTrans	Underway
	Scope and identify monitoring process for implementing DSPs	●	●	●	●	●	●	TfL, WestTrans	Underway
	Boroughs to develop and implement a DSP for one or more of their buildings	●	●	●	●	●	●	Boroughs	Short - Medium
6	Construction logistics								
	Scope and investigate construction consolidation opportunities	●●	●●	●●	●	●	●	Heathrow, TfL, WestTrans, Wilson James, Wincanton	Short - Medium
	Scope and identify monitoring process for implementing CLPs	●●	●●	●●	●	●	●	Boroughs, construction companies, TfL, WestTrans	Short - Medium
7	Fleet Management and Improvement								
	Embed sustainable criteria (environmental, economic, social) in to procurement processes	●	●	●	●	●	●	Boroughs, businesses, Office Club, West London Alliance, WestTrans,	Underway
	Continuously improve fleets through FORS, CLOCS, enhanced vehicle safety and WRRR	●●	●	●	●	●	●	Bidvest, boroughs, DHL, Mixed Freight, O'Donovan, Palletline, Saint Gobain, TNT	Underway
8	Vehicle Technology								
	Participate in the LoCity programme or similar programme	●	●	●	●●	●	●●	DHL, Clipper, Gnewt, TNT, Wiles Greenwold, O'Donovan, Bidvest, Saint Gobain, Palletline	Short
	Support take up of low and zero emissions vehicle and re-fuelling infrastructure	●	●	●	●●	●	●●	Boroughs, CNG Fuels, Heathrow, TfL, WestTrans, Wiles Greenwold	Medium - Long
	Trial of urban logistics concept vehicle	●●	●	●	●●	●	●●	DHL	Short

	Initiative and Action	Key Objective Impact					Lead and Supporting Stakeholders	Timescales	
		Safety	Efficiency	Congestion	Air Quality	Economy			Innov & Tech
9	Skills and Training							Cadogan Tate, Clipper, DHL, Gnewt, Mixed Freight, O'Donovan, Palletline, Saint Gobain, TNT, Wiles Greenwold	Short - Medium
	Provide staff to undertake training programmes such as Van Smart, CLOCS and WRRR	● ●	●	●	●	●	●		
10	Home Deliveries							Boroughs, Facility providers, OPDC	Short - Medium
	Promote and facilitate the use of locker banks, click and collect and collection and return points	●	● ●	●	●	●	●		
11	Loading / Unloading							Boroughs, TfL, WestTrans	Short - Medium
	Roll out TfL delivery and servicing audit methodology and management of road space at key locations	●	●	●	●	●	●		
	Review and reconcile parking and loading / unloading regulations and enforcement across the WestTrans boroughs	●	●	●	●	●	●	Medium	
12	ITS and Data							Boroughs	Short - Medium
	Improve transport data collection in WestTrans boroughs	● ●	●	●	●	●	●		
	Boroughs to collate and make available freight datasets as open source data on the LDS	●	●	●	●	●	● ●	Underway	
13	Rail Freight							DfT, Heathrow, Network Rail, RFG	Medium - Long
	Support and promote mode switch to rail where practicable	●	●	● ●	● ●	●	●		
	Support safeguarding of land for rail freight terminals	●	●	●	●	●	●	Medium - Long	
14	Water Freight							Boroughs, CRT, PLA, TfL, GLA	Medium - Long
	Support the safeguarding of wharves and canal side access for loading / unloading	●	●	●	●	●	●		
	Promote use of waterways for moving goods and construction materials	●	●	● ●	● ●	●	●	Medium - Long	
15	Strategic Areas							Heathrow, LB Hillingdon, LB Hounslow, WestTrans	Short - Medium
	Support implementation of the Heathrow Freight Strategy	●	● ●	● ●	● ●	●	●		
	Support sustainable construction, delivery and servicing policies and measures in strategic areas across West London	●	●	●	●	●	●		

The delivery of the action plan is dependent upon the availability of funding and resources to implement individual actions.

Monitoring and Funding

The principal mechanism for monitoring the implementation of the Freight Strategy is the Steering Group. The initiatives and actions will have their own individual monitoring criteria that will be specified as they commence. However, an initial monitoring indicator has been identified for each action and is described in the full version of the action plan contained in the technical report.

Funding streams have also been identified for each action where possible and appropriate. The funding has either already been secured or, is a potential funding source that the Freight Strategy would seek to utilise in the future. The funding sources for each action are discussed in the full version of the action plan contained in the technical report.



Glossary and Partners

HGV	Heavy Goods Vehicle
FORS	Fleet Operators Recognition Scheme
CLOCS	Construction Logistics and Cycle Safety
WRRR	Work Related Road Risk
DSP	Delivery and Servicing Plan
CLP	Construction Logistics Plan
AQMA	Air Quality Management Area
ITS	Intelligent Transport Systems
TfL	Transport for London
OPDC	Old Oak and Park Royal Development Corporation
DfT	Department for Transport
CRT	Canal and Rivers Trust
PLA	Port of London Authority

Next steps

A number of the initiatives and actions are already underway and more will be starting in the near future. We are always looking for stakeholders and partners to help us deliver our projects and strategies. Therefore if your organisation or business would like to get involved in delivering the Freight Strategy, please do not hesitate to get in touch.

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