

# A Guide on How to Set up and Run Freight Quality Partnerships

Guide



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# Foreword

Freight Best Practice is funded by the Department for Transport and managed by Faber Maunsell Ltd to promote operational efficiency within freight operations in England.

Freight Best Practice offers FREE essential information for the freight industry, covering topics such as saving fuel, developing skills, equipment and systems, operational efficiency and performance management.

All FREE materials are available to download from **[www.freightbestpractice.org.uk](http://www.freightbestpractice.org.uk)** or can be ordered through the Hotline on **0845 877 0 877**.

Freight Quality Partnerships are a means for local government, businesses, freight operators, environmental groups, the local community and other interested stakeholders to work together to address specific freight transport problems. They provide a forum to achieve best practice in environmentally sensitive, economic, safe and efficient freight transport.

We need to achieve more sustainable distribution that holds the needs of the economy, the environment and society in balance. Freight Quality Partnerships can help to achieve these sustainable distribution objectives through developing constructive solutions that reconcile the access to goods and services with local environmental and social concerns.

This guide, which is aimed at those involved in setting up and running Freight Quality Partnerships, provides step-by-step guidance on how to set up and run an effective Freight Quality Partnership.

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# 1 About this Guide

This guide is aimed at those involved in setting up and running Freight Quality Partnerships (FQPs). FQPs are partnerships between the freight industry, local government, local businesses, the local community, environmental groups and other interested stakeholders. They aim to develop an understanding of freight transport issues and problems and to promote constructive solutions, which reconcile the need for access to goods and services with local environmental and social concerns.

The guide is designed primarily for local authorities and focuses on the delivery of solutions to localised freight transport problems through FQPs. It is, however, also relevant to other organisations who may wish to set up, or be involved in an FQP such as regional authorities, chambers of commerce, businesses and freight operators.

The purpose of the guide is to provide step-by-step guidance on how to set up and run an effective FQP: an effective FQP being one that achieves tangible outcomes to specific freight transport problems.

## 1.1 What Are FQPs?

FQPs aim to encourage best practice in environmentally sensitive, economic, safe and efficient freight transport. FQPs provide a forum for industry and local and regional government to work together to realise this aim. FQPs may operate under different guises and have names such as:

- ➡ Freight Forum
- ➡ Freight Advisory Group
- ➡ Freight Transport Liaison Group
- ➡ Sustainable Distribution Partnership
- ➡ Partnership for Freight

Whatever the name, the important characteristic of an FQP is that it provides a mechanism for industry and local government to work together in partnership to produce tangible outcomes to localised freight transport problems.

Freight Quality Partnerships are growing in number. The first partnerships emerged in the mid-90's and by 2002 there were over 30 of all types.

There is no 'standard' type of FQP; they can take different forms and address many different issues. In their publication '**Freight Guidance: Information and Advice for Local and Regional Authorities on Freight Transport**', the Freight Transport Association (FTA) provides a helpful categorisation of the different FQP types. These are shown on page 2.

The FTA observe that the definitions of different types of FQP should be viewed as only a guide, rather than prescriptive models that must be followed. A flexible and responsive approach to delivering solutions to freight transport issues is important. Hence, if an opportunity arises which does not naturally fit one of the categories, it should still be judged on its merits.

# Types of Freight Quality Partnership

## Regional Strategic Partnerships

These aim to develop and support freight strategies for a particular region, such as a Government Office region. In addition to providing a platform for communication and information, they can be helpful in developing regional planning policy. Good examples of regional strategic partnerships are the North West Freight Advisory Group and the Northern Freight Group (North East region), which amongst other activities have identified and agreed upon freight transport infrastructure projects and developed regional strategies. Typical partners in a regional strategic partnership would be:

- ➡ Regional Development Agency
- ➡ Regional Assembly/Regional Planning Conference
- ➡ Representatives of the freight industry such as FTA and Road Haulage Association (RHA)
- ➡ Government office
- ➡ Highways Agency
- ➡ British Waterways
- ➡ Strategic Rail Authority
- ➡ Rail freight operators
- ➡ Confederation of British Industry
- ➡ Port and airport authorities
- ➡ Local authority representatives, including District Councils
- ➡ Major freight operator representatives
- ➡ Environmental organisations

## Local Transport Plan Area Wide

All local authorities that bid for Local Transport Plan (LTP) funding should produce a comprehensive freight strategy, including policies, schemes and monitoring proposals. It may be that an FQP could usefully assist in steering this process and in helping to deliver some of the specific schemes. A common model is to have an 'umbrella' FQP for the LTP area (e.g. county wide) that develops the strategy and manages the process. The umbrella FQP can then spawn 'delivery focused' FQPs for local distribution areas or specific locations or issues (see below). There are several current examples of LTP area wide FQPs, such as Hampshire County Council and the Derbyshire/Derby City joint FQPs.

## Types of Freight Quality Partnership

(continued)

Typical partners in an LTP area wide FQP might be:

- ➡ Local authority responsible for the LTP
- ➡ District Councils
- ➡ Representatives of the freight industry such as FTA and RHA
- ➡ Other unitary or district authorities within the area
- ➡ Chambers of Commerce
- ➡ Local businesses and freight transport operators
- ➡ Police
- ➡ Environmental organisations
- ➡ Highways Agency
- ➡ British Waterways
- ➡ Strategic Rail Authority
- ➡ Network Rail
- ➡ Rail freight operators
- ➡ Bus operators / Passenger Transport Executives

### **Local Distribution**

This type is a partnership that focuses on a specific town, city or local area. The FTA originally promoted this concept through its 'Delivering the Goods' initiative designed to offer local solutions to local problems. Local FQPs may come under an area wide umbrella FQP or they may be stand alone initiatives. There are many good examples of local distribution FQPs such as Reading, Winchester and the Newton Abbot Area. Typical partners in a local distribution FQP will be similar to the area wide FQP, but will depend upon the specific issues the FQP is addressing.

### **Company or Location Specific**

At the micro level, partnerships can be developed between authorities and individual companies. In the same way that local authorities are working with organisations to develop travel plans that address commuter and business travel there are opportunities to work with them on freight issues.

### **Issue Specific**

FQPs can also look at a specific issue, for example that could be related to a specific mode such as rail or water. The issue may also be bounded by a particular area, such as a national park.

## 1.2 How to Use this Guide

This guide is not intended to be read cover-to-cover, but rather be used as a reference source as and when required, and depending upon the phase of an FQP's development. It is divided into 6 sections, covering the key issues and stages required to set up and run an effective FQP.

**Section 1 - About this Guide** - should help you decide whether this guide is for you!

**Section 2 - Why FQPs?** - highlights the role of FQPs within the context of developing and delivering local sustainable distribution strategies. This section highlights the key benefits of FQPs.

**Section 3 - Initiating an FQP** - describes how best to establish an FQP, who to involve and how to manage and resource it.

**Section 4 - FQP Action Plans** - the crux of every effective FQP. This section describes how to identify the key issues. It includes a menu of possible solutions and highlights the importance of developing an effective action plan that all stakeholders can sign up to.

**Section 5 - Maintaining Momentum** - suggests ways to keep the FQP going and sustain commitment and how you can measure and publicise success.

**Section 6 - Contacts and Sources of Information** - provides details of essential sources of information and contacts of people who can help you with your FQP.

## 2 Why FQPs?

### 2.1 Sustainable Distribution Strategies

We need to achieve more sustainable distribution that holds the needs of the economy, the environment and society in balance. The 1998 Transport White Paper and its daughter document, Sustainable Distribution: A Strategy, published in March 1999, affirmed the importance of an integrated, sustainable freight transport system, that supports economic growth, whilst simultaneously reducing adverse impacts on society and the environment.

It is recognised by central government that local authorities have an important part to play in developing and implementing sustainable distribution systems and practices. LTP guidance from the Department for Transport states that they should seek to develop integrated freight transport plans, promoting the efficient and effective use of all modes of transport, while recognising that road will continue to be the dominant mode of freight transport for the foreseeable future (see Table 1 on page 6).

Local sustainable distribution strategies address a wide range of issues. They are likely to have three broad objectives:

- ➡ **Environmental** – to protect and enhance the built and natural environment, e.g. by improving air quality, contributing to Greenhouse Gas reduction targets and reducing noise pollution
- ➡ **Economic** – to support sustainable growth and regeneration in appropriate locations, e.g. by increasing competitiveness of local businesses, improving supply chain efficiency, reducing congestion, and investing in supply chain infrastructure
- ➡ **Societal** – to protect communities and support the needs and aspirations of citizens e.g. by reducing disturbance from vehicles, improving safety and enabling efficient access to goods and services

Sustainable distribution strategies will include elements of each objective. The balance between each objective will depend upon local priorities and circumstances. Whatever the balance, there are many initiatives that can achieve 'win-wins' between objectives.

The most effective strategies will seek to maximise the number of win-wins between different objectives, for example:

- ➡ They may promote the use of cleaner and more fuel efficient vehicles resulting in improved air quality, reduced Greenhouse Gas emissions and reduced operating costs
- ➡ They may provide better signing and delivery information, which will reduce delivery times and therefore costs, and cut pollution and disturbance by reducing unnecessary mileage
- ➡ They may seek to improve vehicle utilisation, reducing vehicle mileage and helping to reduce operating costs
- ➡ They may seek to invest in inter-modal freight facilities, which will support economic growth and regeneration, reduce supply chain costs and reduce vehicle mileage

To help facilitate these win-wins, the Government has created a supportive framework to promote best practice in vehicle standards and efficient operating practices. Section 6 provides details of grants and information that are available to promote best practice.

Table 1 LTP Guidance on Sustainable Distribution

## LTP Guidance on Sustainable Distribution

The guidance on Full LTPs (DETR March 2000) identifies how Government is expecting local authorities to place greater importance on promoting sustainable distribution within LTPs. Details of the expected minimum requirements and the characteristics of a 'good' LTP with regard to sustainable distribution are listed here.

Minimum	<ul style="list-style-type: none"> <li>➡ Description of policy for the development of an integrated, requirements sustainable distribution system which takes into account the dominant role of road freight and the potential for modal transfer to rail or inland waterways</li> <li>➡ Evidence that the strategic role of freight distribution in the growth or regeneration of the local and regional economy has been assessed</li> <li>➡ Evidence that efforts have been made to bring freight transport operators, businesses and the local community into the strategic thinking and planning processes</li> <li>➡ Clear evidence of effective partnership with navigation authorities, rail infrastructure providers and freight operating companies to promote greater use of alternative modes for freight distribution</li> <li>➡ Evidence that opportunities for the greater use of rail and water freight are being taken into account in land use planning decisions</li> </ul>
Characteristics of a "good" LTP	<ul style="list-style-type: none"> <li>➡ Evidence of progress in establishing freight quality partnerships, identifying key organisations and companies involved</li> <li>➡ Comprehensive assessments of existing operational and non-operational freight facilities within the area, evidence of consideration of potential for freight grants</li> <li>➡ Clear strategies and identification of flows that could be transferred to alternative modes, including an assessment of the lorry journeys to be saved</li> <li>➡ Strategy to balance the requirement for efficient goods distribution with the social and environmental effects, particularly in an urban environment</li> <li>➡ Clear evidence of lorry routing strategies</li> </ul>

## 2.2 Role of FQPs

Increasing numbers of local authorities have developed full sustainable distribution strategies. Often at the very heart of these are FQPs, as indeed Government guidance encourages. FQPs are seen as essential for the delivery of freight strategies. Perhaps just as importantly, however, FQPs allow local authorities to formalise the consultation and development work undertaken during the development of freight strategies. Working in partnership helps to minimise opposition and produce a realistic and achievable strategy that maximises economic, social and environmental benefits. Partnership working also helps achieve buy-in to the policies.

In developing a sustainable distribution strategy consult key stakeholders early and often. Rather than producing a draft strategy internally, which is then issued for consultation, the local freight industry, businesses and other key stakeholders need to be involved from the very beginning, helping to inform and shape the strategy.

In preparing their sustainable distribution strategy Essex County Council consulted widely. Through a combination of research, two workshops and face-to-face interviews with stakeholders, they were able to prepare a thorough strategy, of which the local industry had ownership. One of the top priority recommendations of the strategy was to establish a formal FQP.

One advantage of this approach is that the process of consulting during the development of a strategy can lead naturally to the formation of an FQP, which in turn can assist with the delivery of the strategy (see also Section 3.1- Setting Objectives for Your FQP).

There has always been dialogue between local authorities and the industry on freight issues. However, in the past this has been ad-hoc and often not very constructive. FQPs provide a framework for constructive dialogue and consultation and a focus to get things done. Each stakeholder can bring a range of initiatives to the table to help forge the partnership. For example:

Local authorities can bring:

- ➡ Good standard of signing
- ➡ Loading and unloading bays
- ➡ Overnight lorry parking and rest provision
- ➡ Lorry lanes/no car lanes

- ➡ Real-time information for drivers
- ➡ Provision of maps showing information for drivers
- ➡ Review of loading and unloading restrictions
- ➡ Removal of access restrictions, where appropriate
- ➡ Supportive planning decisions, where appropriate

The freight industry can bring:

- ➡ Efficient vehicle utilisation
- ➡ Driver training – considerate and efficient driver performance
- ➡ Best practice in noise, deliveries and urban friendly vehicles
- ➡ Reducing noise and emissions

Section 4.2 provides a more detailed description of the various initiatives that an FQP might implement.

## 2.3 Benefits of FQPs

The potential benefits of FQPs are numerous. It is important to distinguish between the benefits of an FQP and the benefits of the outcomes from FQP initiatives.

The real value of an FQP is that it brings together stakeholders to work out the best practical solutions to specific freight problems. Consequently, they increase the likelihood of finding solutions that will bring benefits to all parties. Some key benefits are:

- ➡ They enhance understanding - FQPs help local authorities to better understand the needs and aspirations of businesses and the freight transport industry. They also help businesses and freight operators to appreciate the policies and objectives of local authorities. In short, FQPs can change perceptions and help different stakeholders to understand the views of others and to reach compromise where there are conflicting objectives. FQPs can also encourage businesses and freight operations to become more involved in the decision making process

“We’ve become more human! Previously we would have laid down the law and said this is how it is. Now we want to listen, understand and work out more sustainable solutions together.”

**Stuart Reynolds, Hampshire County Council**

- ➡ They increase knowledge - until recently most local authorities paid comparatively little attention to freight issues. As a result local transport planners had limited exposure to the practicalities of freight transport problems. FQPs can play an important role in briefing local authority officers on freight issues and help establish new centres of knowledge and expertise
- ➡ They stimulate best practice - FQPs provide a natural mechanism for the exchange of information and ideas. Novel ideas relating to freight transport problems may also emerge from the Partnership

Derbyshire County Council use their FQP to promote the latest developments and sources of assistance and information on sustainable distribution best practice.

- ➡ They increase efficiency - simply put, more can be achieved by working together than in isolation. FQPs also provide a single contact point for consultation, representing a large number of organisations. FQPs may also increase resources if other stakeholders can contribute to the delivery of certain activities

Agreed plans for the introduction of traffic management and environmental enhancements to Friar Street in Reading were reached more easily by using the FQP as a mechanism for consultation.

- ➡ They focus on delivery - FQPs are more likely to make things happen. They create a framework that can provide impetus and direction for the delivery of the sustainable distribution strategy

The benefits of the desired outcomes from FQPs are:

### Environmental Benefits

- ➡ Lower vehicle emissions - through improvements to vehicle standards; reduced vehicle mileage due to supply chain efficiency improvements and modal shift; and reduced congestion where lorry access, information and delivery conditions are improved
- ➡ Reduced noise levels - through improvements to vehicle standards; and reduced vehicle mileage

### Economic Benefits

- ➡ Reduced costs for businesses and freight operators - through quicker and more predictable delivery, where access, information and delivery conditions are improved; and reduced fuel and other operating costs, where vehicle standards and operating efficiency are improved
- ➡ Economic growth and regeneration - through investment in infrastructure and guiding and supporting appropriate development
- ➡ Better conditions for lorry drivers - more and improved lorry parking and services will improve the attractiveness of driving and help address the national shortage of drivers

### Societal Benefits

- ➡ Reduced nuisance - where vehicles are kept to appropriate routes; and vehicle noise standards are improved

- ➡ Increased safety - through improved driving standards; and reduced vehicle mileage
- ➡ Access to goods and services - through more reliable deliveries putting products on shelves when people want them

### Warning!

The potential benefits of FQPs are numerous. However, establishing an FQP is not an end in itself and cannot be considered successful until tangible progress has been made, in part or whole towards the objectives of your sustainable distribution strategy.

To make sure you develop an effective FQP, read on!

### Action Points

- ➡ Through consultation, develop a sustainable distribution strategy
- ➡ Consider how a FQP could help you deliver your sustainable distribution strategy
- ➡ Promote the benefits of the FQP - internally to secure the necessary commitment and externally to attract partners

## 3 Initiating an FQP

### 3.1 Setting Objectives

Before you go ahead and formally establish an FQP, you first need to ask yourself the following questions:

- ➔ What are the main issues the FQP will address?
- ➔ How will the Partnership help to address these issues?

Answers to these questions will help you to define the objectives of the FQP. In starting to develop your freight strategy you will have already thought about the issues from your perspective. To help you get a wider perspective and consider the potential of an FQP, you should talk to potential partners. The FTA and the RHA may be able to help at this stage. Exploratory meetings with them will help you crystallise initial ideas and start to gain commitment from potential partners.

Consider consulting wider at this stage, particularly if you have not already in formulating your strategy. One way to do this would be to hold a freight workshop. If structured appropriately, with plenty of opportunity for attendees to provide input, a workshop will provide important insights into the issues and help you to start building relationships with potential partners.

Devon County Council held a 'Roundtable' on freight distribution involving local businesses, the local freight industry and environmental groups. The seminar helped to identify some of the main freight transport problems in the County. This subsequently led to the County developing a freight strategy and the formation of several FQPs to help them deliver the strategy.

From these initial discussions you will be able to draft some objectives. Objectives should be as SMART as is possible at this stage; i.e. Specific, Measurable, Achievable, Realistic and Timed. Although the process of defining the objectives should take place before the start of any Partnership, they will need to be reviewed and amended as the Partnership develops. Nevertheless, it is still important to have a starting point for the Partnership and a framework of objectives within which the Partnership is to work.

Once the formal FQP meetings begin there will be opportunities to amend the objectives as further detailed discussions take place on what the problems are and what the realistic, achievable solutions are. Once objectives have been agreed and solutions identified you will then develop a detailed action plan of initiatives to help achieve your objectives (see Section 4).

Some examples of FQP objectives:

To develop a routing strategy for HGVs to the ports and Channel Tunnel in recognition of Kent's unique position as the gateway to Europe.

**Kent County Council**

To pursue traffic management techniques to provide for efficient delivery and servicing of commercial and other relevant areas, taking account of environmental issues.

**West Midlands Joint FQP**

Produce a HGV driver handbook.

**Bristol and Neighbouring Authorities**

You may also wish to prepare a mission statement or vision that encapsulates your objectives.

Some examples of FQP Vision statements:

To encourage best practice and develop environmentally sensitive economic and efficient delivery of goods in the city.

**Reading Borough Council**

To promote the integral role of freight transport to economic growth in the region and to seek sustainable freight transport solutions through partnership.

**North West Freight Advisory Group**

## 3.2 Who Should Be Involved?

Once you have established objectives for the FQP and taken the decision to go ahead, you need to decide whom to involve in the Partnership. The starting point for the membership list should be those organisations that can make a contribution to achieving the objectives of the FQP. For each FQP the membership should be appropriate to the purpose and nature of the Partnership. Section 1 of this guide lists some of the typical partners that could be involved in different types of FQP.

Assuming that the FQP is being managed by transport planning or traffic management officers, you may wish to consider the value of involving officers from other parts of the authority, such as economic development, environmental health and planning. Representatives from district local authorities should also be able to make a valuable contribution to the Partnership.

Representatives of the local business community and freight transport industry should, ideally, make up the biggest part of the group. Try to involve representatives from the whole supply chain, in particular the end users such as retailers.

It is important to ensure representation from a broad range of organisations delivering to or operating within the FQP area. You should try to involve representatives from:

- ➡ Road hauliers/logistics companies/ shippers
- ➡ Retail
- ➡ Manufacturing
- ➡ Service providers, in particular the rapidly growing parcels sector
- ➡ Rail operators and Network Rail
- ➡ The local airport or port if appropriate

It is a good idea to get one or both of the main trade associations (FTA and RHA) involved at an early stage (see the regional contact lists for the FTA and RHA in Section 6). In addition to taking part in or helping to lead the FQP, they should also be able to advise on whom else you could involve, and help you to draw up some draft objectives/terms of reference.

Other potential representatives include:

- ➡ **Chambers of Commerce/Trade and Town Centre Managers** - can represent the interests of local businesses and can help with surveying the local business community

- ➡ **Police** - can help with issues surrounding parking and enforcement
- ➡ **Environmental groups (e.g. Transport 2000 and Friends of the Earth)** - can highlight particular local environmental concerns
- ➡ **Residents groups** - can represent the concerns of local residents

Some local authorities have used external consultants to help with specific FQP related tasks, such as undertaking a business survey. If you decide to do this make sure you get buy-in from the rest of the group. The best way to do this is to get agreement on the objectives of the work by circulating the study's terms of reference before the work is commissioned. Members of the group can also help with selection interviews.

You also need to consider how many people to involve and whether the Partnership will be open to taking on new members. Most Partnerships run an open membership policy. If an organisation can help the Partnership make progress towards its objectives and is willing to help, then it would seem silly to exclude them.

"Our FQP is not a closed shop. The more we can get involved the better."

**Stuart Reynolds, Hampshire County Council**

The group needs to be big enough to include all the key stakeholders, but should not be so big that meetings become difficult or impossible to run. If numbers become a problem you may wish to create a smaller core steering group supported by a number of working groups, which focus on specific objectives, involving a larger number of participants.

### 3.3 Management

Once you have established the remit of your FQP and who is going to be part of it, consider how it is going to be managed. The FQP will need strong leadership and administration support. Within your authority you should appoint a dedicated freight champion to take overall responsibility for the FQP. This person must be sufficiently resourced to enable them to oversee and in some instances, manage the delivery of the FQP's actions.

Within the context of their joint LTP, Merseyside and Halton have established a working group on freight, managed by a 'champion for freight'. The champion has established the Mersey Freight Group working across all the Merseyside councils. The group is responsible for promoting and monitoring all the freight proposals identified in the Merseyside and Halton joint LTP. The group is also responsible for establishing an area wide FQP.

There are two core roles within an FQP: the chairman and the secretariat. It is a good idea to try to share these roles between different partners. Industry partners may be more reluctant to get involved if they see the FQP being run completely by the local authority and perceive it to be for their benefit only.

It is important that a strong chairman is appointed. With many interests represented, FQP meetings need a firm hand to keep people on track and stick to the objectives. The chairman must also have a good appreciation of each stakeholder's position as well as a clear understanding of the issues and objectives of the Partnership.

It may not be possible to appoint a chairman until after the first one or two meetings. If this is the case you may wish to invite a local councillor or senior executive to stand in until the chairman is appointed. This will help to demonstrate to the partners the importance that your authority is attaching to the FQP.

Watch out for the Red Herrings!

With different interest groups representing a wide range of opinions, FQPs can be challenging to manage. The chairman will need to make sure meetings stick to the agenda to avoid them becoming talking, moaning or campaigning shops! All stakeholders should avoid raising issues that can only be addressed at a national level.

Remember: Most FQPs are about delivering local solutions to local problems

It is a good idea to try and establish a single point of contact for the FQP. This can be promoted on all communications as the access point for partners and non-partners alike to find out about the Partnership's latest activities. You may like to consider setting up a dedicated help line or web site for the FQP and freight issues in general.

### 3.4 Meetings

Think about when, where and how often the FQP should meet. The timing of meetings may affect whether some potential partners can attend. For example, smaller businesses may only be able to commit to evening meetings. Conversely, if you have partners coming from some distance away, evening meetings are unlikely to be convenient. For partners who wish to be involved but who cannot commit to meetings, consider the use of regular telephone, postal or e-mail communication.

The location of the meetings is less important. For consistency, there are advantages in having the meeting at the same place every time, but sharing the hosting can help to share this particular administrative burden.

You will also need to consider how often the FQP should meet. Agree this with your group and decide upon a frequency that is commensurate with the pace at which you can get things done. There is no point meeting every two months if you can only achieve something every six months. This may require that you change the frequency with which you meet. For example, once a quarter might be appropriate initially, as you set your terms of reference and develop the action plan, moving to six-monthly meetings to review progress of the action plan.

You may also wish to set up sub groups that meet more regularly to drive particular initiatives forward.

## 3.5 Funding

To run an effective FQP you will need to secure funding and resources from within your authority. Without funding specifically allocated to the FQP and its initiatives, the chances are you are not going to achieve a great deal. You should be able to secure some contributions in kind from the partners for some of the activities, but you will not be able to rely solely on these. Contributions in-kind could come from organisations like the FTA, RHA and Chambers of Trade/Commerce, who can help with identifying members, organising surveys and undertaking mail shots. Try also to get help from other members of the group, for example by asking if they would be prepared to host meetings.

Funding will be required for officer time to establish and manage the FQP. You should also look to other departments within the authority for help. For example, Derbyshire County Council used their IT department to help with producing web-based versions of their freight transport information maps.

Assuming sustainable distribution forms part of your LTP, then you should have no problem in seeking to justify expenditure for setting up and running the FQP. Point to the potential benefits that should result from the FQP.

Once the FQP has become established further funds will be required for the delivery of specific initiatives. Once an action plan has been prepared with a timetabled programme of activities, you should be able to estimate how much money is required and stake a claim from your LTP allocation. Try to forecast likely expenditure on FQP initiatives as early as possible so you can identify funding at an early stage. Explore opportunities for funding FQP initiatives from other LTP budgets. For example, can road improvements or signing be paid for out of a 'traffic management' budget?

The amount of money required obviously depends upon what initiatives you are planning to implement and may range from a couple of thousand pounds for the production of maps showing preferred routeing and access restrictions to tens or hundreds of thousands for capital works such as junction improvements or new lorry parking or freight terminal facilities.

## 3.6 FQP Agreements

You should consider whether or not it is appropriate to try and enter into a formal agreement with the main stakeholders of the FQP.

Formal agreements that do exist are simply statements of best intentions, rather than anything that is legally binding. For example, Hampshire County Council, Hampshire Economic Partnership and the FTA signed an 'umbrella' partnership agreement which established guiding principles for the development of local FQPs within the County (see Action Points on page 14).

Most FQPs do not have any formal agreement other than a verbal commitment to the FQP's objectives or terms of reference. Some FQPs have produced reports, which highlight the issues from each stakeholder's perspective and list the proposed solutions. For example, see the Newton Abbot Area and Reading FQP reports.

Whether you have a signed agreement or not is not necessarily important as long as you can establish the commitment to achieve the FQP's objectives. This comes back to having strong leadership and the lead authority having the commitment and resources to drive initiatives forward.

### Hampshire Freight Quality Partnership Agreement

The following statement of guiding principles come from the partnership memorandum agreed by Hampshire County Council, Hampshire Economic Partnership and the FTA.

'Hampshire County Council, Hampshire Economic Partnership and the FTA share a common objective to promote efficient and sustainable means of distribution of goods to support a strong economy and environment in Hampshire.

We recognize that this objective can best be achieved through a partnership approach, which will include research into innovative ways to deliver and distribute goods, help improve air quality and promote best practice amongst the business community for procuring and managing transport services. We have therefore formed the Hampshire FQP.

This memorandum is a statement of our best intentions to work in close co-operation to achieve our common objectives which will be achieved by initiatives such as those set down in the schedule and the partners' commitment to pursue their implementation'

### 3.7 Potential Problems and How to Deal with Them

- ➡ FQP appears to start slowly - this is not necessarily a problem as long as you are making progress towards identifying and implementing solutions. Most FQPs usually take about a year to agree specific actions from inception
- ➡ Hobby horses aired too often/too many arguments - initial meetings are likely to be 'lively'. Allow people to let off steam at the beginning, and then start to lay down some 'rules'. Explain that if you are going to achieve anything you have to focus, compromise and agree solutions
- ➡ Cannot engage many hauliers, retailers, etc - use publicity to let people know what is going on and give them the opportunity to comment at some point. Promote the benefits of being involved - give them a reason/incentive to become involved. Sign up well-known and respected businesses in your group to promote the FQP. Involve as many businesses as possible in surveys. Remember, you do not want too large a group, otherwise meetings will be more difficult to manage and decisions and actions less likely to be reached
- ➡ Members leave because the FQP cannot deliver all of their objectives - manage expectations and keep highlighting the benefits of what has been achieved: FQPs are not always going to deliver everyone's full list of objectives - compromise is integral to the FQP's success
- ➡ Members lose interest - make sure each meeting covers new ground and focuses on achieving your objectives. Encourage open and honest debate so that problems can emerge and be discussed before they become serious
- ➡ Slow delivery of initiatives - create an action plan that timetables the delivery and identifies sufficient resources. Make sure you revisit the plan regularly to monitor progress and take corrective action if progress is slow or non-existent

#### Action Points

- ➡ Set initial SMART objectives that are Specific, Measurable, Achievable, Realistic and Timed
- ➡ Appoint a freight champion who will take responsibly for the FQP within the Authority
- ➡ Identify and recruit partners that help achieve your objectives.
- ➡ Establish the FQP's management structure including a chair and secretariat
- ➡ Decide when, where and how often you should meet
- ➡ Identify funding sources and seek the necessary endorsement
- ➡ Try to pre-empt potential problems

## 4 FQP Action Plans

An early priority for an FQP should be to develop a detailed action plan that sets out the specific initiatives that the FQP will undertake. The action plan will flesh out the objectives or terms of reference you established at the start of the process. The process for developing an action plan involves 3 steps:

- ➡ Identifying specific issues and problems
- ➡ Agreeing upon solutions
- ➡ Developing and implementing an action plan

### 4.1 Identifying Specific Issues and Problems

In setting the FQP's objectives you will have already identified what the key issues and problems are in general terms. Discussions during the initial FQP meetings will help you to clarify these, as each of the partners highlights their problems. These early meetings should encourage open and honest discussion that will help to build understanding and consensus between each of the stakeholder groups on what the key issues are.

It is likely that you will need to collect more specific information to help identify the true extent or precise nature of some of the problems. Depending upon the type of your FQP and the issues you are looking at, the amount of information collection required will vary. For a local distribution area FQP, examples of sources of information are highlighted below.

#### Business Survey

A business survey within the town or catchment area of your FQP can help to determine:

- ➡ The amount and type of goods and service vehicle traffic associated with each business type
- ➡ Areas where goods vehicles park and the number of premises with dedicated un/loading facilities
- ➡ Problems associated with core and service deliveries made to their premises
- ➡ Possible solutions, which in the opinion of local business would alleviate their problems

The necessary information can be gathered by using a postal questionnaire and/or interviews. A postal questionnaire is likely to be the best method, despite response rates as low as 10%. A postal questionnaire is

the easiest and cheapest way to communicate with the largest number of organisations. Try to include as many businesses as possible in the survey to overcome the low response rate. The local Chamber of Commerce or Trade should be able to help with this.

The questionnaire also provides a good opportunity to promote the FQP and its aims. A questionnaire can also be supplemented with interviews to get more detailed information on certain issues, or to get a better picture of the problems at a specific site.

You should consider whether it is important to distinguish between 'core' goods deliveries and collections and other vehicle movements, such as those associated with the servicing, maintenance and operation of businesses. Often these 'non core' vehicle movements can be as great as 'core' vehicle movements. The University of Southampton, in a survey for the Winchester FQP, discovered that each business in Winchester city centre received an average of 1.2 core goods deliveries per day, but an even greater 1.5 service visits per day.

An example of a business survey template is shown in Appendix 1.

#### Driver Survey

A driver survey is also worth considering to gain an appreciation of the problems of travelling into and delivering at a specific location.

A short, simple questionnaire should be used. You should target freight transport operators that work within your area. The FTA or RHA should be able to help with this survey by targeting their members in your area.

An example of a driver survey template from the FTA is shown in Appendix 2.

#### Further Information Gathering

You may need to gather information on other issues to find answers to key questions. Areas that might need investigating could include -

- ➡ The opinions of local residents - if this is necessary you will need to decide whether a separate survey is required. You may already have had relevant input from previous consultative exercises, e.g. during formulation of the LTP

- ➡ Data on traffic in the area, in particular the proportion of goods and service vehicle traffic in relation to other modes
- ➡ Details of local authority lorry bans or restrictions within the catchment area
- ➡ The availability of overnight parking for goods vehicles
- ➡ Information from local public transport operators about conflicts or co-existence between freight operators and public transport

## Site Visits

You may only get to appreciate the true extent of a problem by actually visiting the site or area it relates to. Ask partners if they would be willing to spend time to show you the problem. This will involve visiting a particular delivery point or travelling in a lorry along a particular route.

## 4.2 Implementing Solutions – A Menu of Initiatives

Once the group has reached a consensus on the issues and you have gathered all relevant information, you are in a position to propose and define solutions. The solutions proposed must be within the competence of the FQP to resolve and address specifically the problems identified.

The range of measures adopted will of course depend upon each FQP's specific objectives and the problems identified. The different measures and their benefits can be assigned to one of 5 categories:

- ➡ **Access measures** – including access restrictions or relaxations and physical measures that make it easier for goods and service vehicles to operate in a particular area. Potential benefits are:
  - Improved safety, particularly for pedestrians and cyclists
  - Disruption to local residents minimised
  - Congestion relieved with consequent environmental and economic benefits
  - Freight journey times reduced
  - Better facilities for vehicles and drivers
- ➡ **Information measures** – initiatives that inform drivers of the best routes to help them reach their destination quickly and with least disruption. Potential benefits are:
  - Disruption to local residents minimised
  - Wasted mileage eliminated, with consequent environment, safety and cost benefits
  - Freight journey times reduced
- ➡ **Point of delivery measures** – measures that facilitate parking, loading and unloading at the point of delivery. Potential benefits are:
  - Improved safety particularly for pedestrians and cyclists
  - Delivery times reduced
  - Congestion relieved
- ➡ **Vehicle standards and vehicle use measures** – measures that reduce vehicle emissions and noise, improve fuel consumption and improve safety. Potential benefits are:
  - Improved air quality
  - Reduced greenhouse gases
  - Reduced noise
  - Improved safety
  - Reduced operating costs
  - Free access to Low Emission Zones or congestion charging areas
  - Improved public image
- ➡ **Distribution system measures** – measures that improve operational efficiency, enhance the distribution infrastructure or promote the transfer of freight to 'greener' modes. Potential benefits are:
  - Reduced vehicle mileage resulting in lower emissions, less noise, reduced accidents and less congestion
  - Economic growth and regeneration resulting from new freight facilities or improved infrastructure
  - Lower operating costs e.g. through better vehicle utilisation

The following sections list a range of measures that an FQP could implement under each of these headings.

## Access Measures

- ➡ Review of strategic network, suitability of routes for goods vehicles and access restrictions
- ➡ Appropriate design of new road infrastructure
- ➡ Traffic management measures, such as low cost improvements to specific locations to assist goods vehicle manoeuvring. The FQP can also be used to consult on the development of other proposed traffic management schemes
- ➡ Increased out-of-hours and night-time deliveries where this can be shown to be acceptable to local communities – perhaps linked with improvements in the standards of goods vehicles to reduce noise and emissions (see section on Vehicle Standards and Vehicle Use Measures opposite)
- ➡ Priority measures such as allowing goods vehicles to share bus lanes or no car lanes
- ➡ Provision of convenient and safe parking and service facilities for lorries and their drivers

## Information Measures

- ➡ Producing maps with key information on restrictions such as weight, length, loading bans, access, preferred routes and planned road works. Maps can also identify key buildings, industrial estates, lorry parking, cafes and the main congestion hot spots. Maps can be produced in paper form for dissemination to local businesses that can then use them to indicate their whereabouts for passing on to suppliers. Mapping information can also be made available on the web, ideally using a geographical information system
- ➡ Improved road signs to help drivers use the best routes to and from their destination
- ➡ Provision of information boards at industrial estates and lorry parking areas

## Point of Delivery Measures

- ➡ Review goods vehicle access restrictions to ensure adequate access arrangements are available to companies – where possible provide additional loading bays
- ➡ Effective enforcement of parking restrictions where delivery access is required to avoid delays for goods vehicles
- ➡ Coordination of access arrangements with bus lane operation

- ➡ Review parking requirements for service vehicles
- ➡ Create incentives to encourage premises to make off-street parking facilities available to goods and service vehicles

## Vehicle Standards and Vehicle Use Measures

- ➡ Encourage the take up of best practice in vehicle standards by companies delivering to the FQP area. Alternative fuels such as CNG, LNG and bio-diesel and emissions abatement technologies such as particulate traps will help to reduce local air pollutants. CNG vehicles are also much quieter, which together with other tractor and trailer design features can help to significantly reduce the noise impact of a vehicle
- ➡ Encourage operators to reduce fuel consumption to reduce greenhouse gas emissions and reduce operating costs. Measures include fuel efficient driving, the correct use of aerodynamics and better vehicle maintenance
- ➡ Encourage operators to improve driver safety to minimise the risk to local residents, in particular cyclists and pedestrians. Safe driving also goes hand-in-hand with fuel efficient driving
- ➡ Promote safety and noise reduction at the point of delivery by encouraging safe parking and conveyance of goods, turning the engine off and closing doors quietly if delivering at night

Section 6 highlights sources of information for operators giving free advice and financial assistance for using cleaner, more fuel efficient and quieter vehicles.

## Distribution System Measures

- ➔ Encourage shops, offices and other premises to reduce the number of goods and service vehicle trips they generate and to shift the time at which these take place to off-peak. Incentives, such as a reduction in business rates, could achieve this
- ➔ Promote best practice in efficient logistics and help operators improve vehicle utilisation levels, thereby reducing the number of vehicles required to service the area. Areas for consideration are the use of vehicle telematics, routing and scheduling software, double-deck vehicles and shared use vehicles
- ➔ Consolidation centres, where goods from a number of suppliers are delivered to an edge of town or centre depot. For the final leg to the store the goods are consolidated onto a smaller number of vehicles, operated by a single logistics provider. The system may incorporate low emission vehicles, particularly if established in conjunction with a Low Emission Zone. For a recent example of a successfully implemented consolidation centre read '**Heathrow Airport Retail Consolidation Centre**' a Freight Best Practice Case Study
- ➔ Unattended delivery solutions, where home delivery goods can be left securely when no one is home. These have the potential to reduce the number of unnecessary journeys by increasing the number of first time deliveries
- ➔ Influence land use planning policy to locate developments generating substantial freight movements away from congested central and residential areas, and ensure adequate access to trunk roads
- ➔ Facilitate the use of 'greener' modes of transport:
  - Promote the availability of Freight Facilities Grants (see Section 6.6)
  - Identify and, where appropriate, protect sites and routes, both existing and potential, which could be critical in developing inter-modal infrastructure for the movement of freight
  - Promote opportunities for freight generating development to be served by rail or waterways by influencing the location of development

## 4.3 The Action Plan

Once you have agreed upon which solutions the FQP is going to implement you should draw up an action plan focussed on delivering outcomes. Each initiative should be SMART, in other words Specific, Measurable, Achievable, Realistic and Timed.

Your action plan also needs to consider who is going to manage each initiative. You may wish to appoint a project manager for each initiative. It may also be appropriate to create a working group to help the project manager deliver the initiative. Table 2 shows an example of an FQP action plan.

### Action Points

- ➔ Identify problems and collect the necessary information to clarify their precise nature
- ➔ Assess the various solutions and reach consensus on what should be done
- ➔ Draw up a timed action plan for delivering the solutions, identifying who is responsible for each task by when

Table 2 Newton Abbot Area Freight Quality Partnership - Action Plan

Newton Abbot Area Freight Quality Partnership – Action Plan					
Action	Lead Partners	Project Manager	Consultees	Target Date	
1. Production of drivers' maps	LSG, SP, FTA	Bob Jones	RHA, TDC	March 2002	
2. Review the provision of information boards at industrial estates	TDC, LSG	John Cocker	FTA, RHA	July 2002	
3. Additional enforcement of illegal parking including in delivery/loading and service areas	Police	Nigel Bishop	TDC, Barbara-Ann Curran, Stuart Polhill, LSG	March 2002	
4. Review loading and traffic restrictions and provide additional loading bays	LSG	Bob Jones	TDC, FTA, RHA	March 2002	
5. Investigate possible amendments to hours of deliveries	FTA, TDC	Barrie Hodson	Philip Watts, RHA, LSG	Ongoing	
6. Pursue maximising freight by rail	TDC, SP	Tristan Peat	EWS, Philip Watts, LSG	Ongoing	
7. Investigate the provision of mini transfer depots e.g. at Heathfield	TDC, SP	Dick Taylor	FTA, RHA, LSG	April 2003	
8. Carry out corridor study on Kingsteignton Road	LSG	Bob Jones	TDC, Police	October 2002	
9. Reassess the arrangements for parking of large vehicles in Newton Abbot	TDC	John Cocker	FTA, RHA, LSG, Police	April 2002	
Newton Abbot Zone LTP Current Programme 2001 to 2006					
Improve access to Decoy Industrial Estate	LSG, SP	Dave Warbey	FTA, RHA	March 2005	
Study of major traffic junctions in Newton Abbot	SP	Dave Warbey	LSG	Ongoing	
Install traffic signals on A382 Battle Road at access to Heathfield Industrial Estate	LSG	Bob Jones		March 2002	
Abbreviations:					
LSG; Devon County Council, Newton Abbot Local Service Group FTA; Freight Transport Association					
RHA; Road Haulage Association TDC; Teignbridge District Council SP; Devon County Council Spatial Planning Group					

## 5 Maintaining Momentum

### 5.1 How Do You Maintain Interest and Commitment?

Sustaining interest of members and maintaining a broad base of involvement are important for the success and effectiveness of FQPs.

The simple answer to maintaining interest and commitment is to make sure you achieve things quickly. The longer you take to agree the issues and identify solutions, and the longer you take to implement the solutions, the more likely that partners will lose interest. In short, try to convert practical solutions swiftly into deliverables. Try also to set a clear timetable from the start as to what you expect to achieve by when. Your action plan will do this for each specific initiative, but you should also set a timetable for achieving the action plan in the first place.

It is also important that you manage expectations. For example, gaining financial approval for some of the initiatives may take time, so it is important that the group understand how the wheels of your authority work and how it may limit progress.

Other actions that will help maintain the viability of the group, are:

- ➡ Involve businesses and freight industry partners in the management of the group, e.g. by chairing it, leading individual initiatives, etc
- ➡ Alter the frequency of meetings to match the pace of progress. Meetings that keep going over the same ground due to lack of progress will turn people away
- ➡ Alter the timing of meetings to suit the needs of partners or new potential partners. Most smaller and medium sized organisations are unlikely to have the time to attend meetings during the day
- ➡ Set up a good communications network so that those who cannot attend FQP meetings or those who miss a meeting can be easily informed about progress. For example, consider setting up a telephone help point for freight issues or a web site for the FQP
- ➡ Continue to stress and highlight the benefits of what you are doing and what you have achieved
- ➡ Encourage partners to nominate deputies should they be unable to attend in the future

- ➡ Vary the meeting format and venue to sustain interest. For example consider the use of site visits or invite speakers to talk about aspects of sustainable distribution such as low emissions vehicles, fuel efficiency, telematics, etc. (See Section 6 for ideas and contacts)
- ➡ Encourage and thank partners for their involvement!

### 5.2 Publicity and Dissemination

Publicity and dissemination are important to the FQP for two reasons:

- ➡ To publicise the existence of the FQP
- ➡ To promote the FQP's initiatives

Publicising the existence of the FQP is important for increasing its influence and raising its profile amongst all stakeholders, in particular:

- ➡ The business community and freight transport industry – promoting the existence and work of the Partnership will generate more interest and may attract new members
- ➡ The public - publicising the work of the FQP in the local media can help to address negative attitudes towards lorries and 'the Council' by demonstrating that your authority and the local business community are taking steps to solve problems

Be publicity conscious from the start and use your first meeting as an opportunity to get local news coverage. Sending out a short press release just after your first meeting, which sets out the FQP's objectives, lists the participants and details some of the early actions to be taken will not take long and should get you some good local coverage.

Consider using the local authority web site to provide public access to information about the FQP and/or setting up a telephone help line for freight transport issues. A web site or help line can be highlighted in any press notices and other communications material.

The Mersey Freight Group, the FQP for Merseyside and Halton, run an annual freight seminar aimed at local businesses. The seminar provides an opportunity to promote the aims of the Partnership, attract new members and learn more about the latest issues concerning the local freight industry and businesses.

You will also need to promote the specific initiatives of your FQP and their outputs. Examples of initiatives that will require a dissemination element are:

- ➡ Driver information maps - disseminate via a mail shot to local businesses using contacts from your own databases or from the local Chamber of Trade/Commerce. Encourage local businesses to further disseminate the maps to their suppliers and sub contractors. The RHA and FTA should also be able to help in disseminating the information to their members. You should also consider how irregular visitors, from any part of the country can get access to this information. In the longer term the electronic dissemination of this information, ideally all located at a single web site, is likely to be the best method
- ➡ Promoting best practice in vehicle standards and efficient logistics - mail shots, seminars and workshops can all be used to disseminate best practice information. See Section 6 for sources of information and assistance

### 5.3 Monitoring and Evaluation

It is important that you monitor and evaluate the performance of the FQP. Monitoring will help you to make sure that the FQP sticks to its objectives and action plan. Trying to evaluate the outcomes is also important to judge the success of the Partnership in meeting its objectives.

Ideally, carry out monitoring and evaluation on a reasonably frequent basis. Regular monitoring will enable any shortcomings in the work of the Partnership to be identified and addressed quickly. Monitoring and evaluation will only be possible if you have clearly defined objectives and actions, as highlighted in Sections 3.1 and 4.3.

Monitoring and evaluation should focus on outcomes and outputs. Outputs are the easiest to measure: these are the deliverables from your action plan. These should be continuously monitored and 'ticked off' as each is completed.

Outcomes are less easy to measure. These relate to your objectives and the problems you are trying to address.

For example they might be:

- ➡ Reducing the time vehicles take to make deliveries by improving access and route information

- ➡ Reducing the amount of illegal parking hampering deliveries
- ➡ Reducing the amount of goods vehicle traffic on a particular route
- ➡ Improving air quality by encouraging the use of more low emission vehicles
- ➡ Increasing the amount of freight moved by rail

Measuring outcomes usually requires before and after studies to assess the change in specific indicators. Examples of methods for measuring outcomes include:

- ➡ Conducting freight traffic surveys and/or making sure freight vehicles are included in other regular traffic surveys
- ➡ Surveying businesses and hauliers. These can ask specific questions such as whether low emission or noise vehicles are used and whether access and delivery conditions have improved. If surveys were carried out at the beginning of the FQP, these evaluation surveys should be designed in such a way so that they can be compared with the initial surveys

In addition to outputs and outcomes, there are other 'yardsticks', against which the success of the FQP can be judged. These include:

- ➡ Attendance at meetings
- ➡ The extent of positive media interest in the Partnership and its outputs
- ➡ The number of companies willing to get involved with and help deliver initiatives
- ➡ The number of spontaneous requests from organisations to become involved
- ➡ Growth in the number of hits on web sites containing partnership information

#### Action Points

- ➡ Consider how you can maintain interest and keep the momentum going
- ➡ Use publicity to promote the Partnership and its activities
- ➡ Constantly monitor progress of the process, outputs and outcomes

## 6 Contacts and Sources of Information

### 6.1 Freight Industry

#### Freight Transport Association

##### North

Springwood House, Low Lane, Horsforth  
Leeds, West Yorkshire LS18 5NU  
Tel: 0113 2589861 Fax: 0113 2586501

##### Midlands, Wales and South West

Hermes House, 20 Coventry Road  
Cublington, Leamington Spa  
Warwickshire CV32 7JN  
Tel: 01926 450020 Fax: 01926 452765

##### London and South East

Hermes House, St Johns Road  
Tunbridge Wells, Kent TN4 9UZ  
Tel: 01892 526171 Fax: 01892 534989

##### Key Document

Freight Guidance. Information and Advice for Local and Regional Authorities on Freight Transport. Freight Transport Association. (April 2003)

#### Road Haulage Association

##### Head Office:

Roadway House, 35 Monument Hill  
Weybridge, Surrey KT13 8RN  
Tel: 01932 841515 Fax: 01932 852516  
[weybridge@rha.net](mailto:weybridge@rha.net)

##### Northern Region

Roadway House, Little Wood Drive  
West 26 Industrial Estate  
Cleckheaton BD19 4TQ  
Tel: 01274 863100 Fax: 01274 865855  
[northern@rha.net](mailto:northern@rha.net)

##### Midlands & Western Region

Roadway House, Cribbs Causeway  
Bristol BS10 7TU  
Tel: 01179 503600 Fax: 01179 505647  
[midlands-western@rha.net](mailto:midlands-western@rha.net)

#### Southern & Eastern Region

Roadway House, Bretton Way  
Bretton, Peterborough PE3 8DD  
Tel: 01733 261131 Fax: 01733 332349  
[southern-eastern@rha.net](mailto:southern-eastern@rha.net)

#### Rail Freight Group

The Rail Freight Group is the representative organisation of the rail freight industry in Great Britain. Its objectives are to promote freight on rail to potential users and customers, and to influence decision makers to improve the competitive environment.

Phillippa O'Shea  
17 Queen Anne's Gate  
London SW1H 9BU  
Tel: 020 7233 3177 Fax: 020 7233 3178  
[phillippa@rfg.org.uk](mailto:phillippa@rfg.org.uk)

#### Freight On Rail

Freight on Rail is a partnership of the rail freight operators, Rail Freight Group, Network Rail (former Railtrack), the transport trade unions and Transport 2000 working to promote the shift to rail freight.

Philippa Edmunds  
Freight on Rail, The Impact Centre  
12-18 Hoxton Street, London N1 6NG  
Tel: 020 8241 9982 Fax: 020 7613 5280  
[phillippa@freightonrail.org.uk](mailto:phillippa@freightonrail.org.uk)

### 6.2 Business

#### British Retail Consortium

Second floor, 21 Dartmouth Street  
London SW1H 9BP  
Tel: 020 7854 8941 Fax: 020 7854 8901  
[info@brc.org.uk](mailto:info@brc.org.uk)  
[www.brc.org.uk/](http://www.brc.org.uk/)

#### British Chambers of Commerce

For a list of contact details of UK Chambers of Commerce see:

[www.chamberonline.co.uk/include/chamberlist.jsp](http://www.chamberonline.co.uk/include/chamberlist.jsp)

## 6.3 Transport Infrastructure

### Road

#### Highways Agency

Links to your local Highways Agency area contacts can be found at: [www.highways.gov.uk](http://www.highways.gov.uk)

### Rail

#### Network Rail Freight Zone Contacts:

##### Scotland Route

Anne MacKenzie  
Tel: 0141 555 4019

##### London North Eastern Route

Richard Iggulden  
Tel: 01904 383 165

##### London North Western Route

Steve Rhymes  
Tel: 0121 345 3366

##### Western Route

Peter Willey  
Tel: 01793 515 686

##### South East (Anglia, Kent, Sussex and Wessex) Routes

Ian Cleland  
Tel: 020 7904 4259

### Water

#### British Waterways

Links to town and waterway specific contacts for British Waterways can be found at:  
[www.britishwaterways.co.uk](http://www.britishwaterways.co.uk)

### Associated British Ports

Links to British Ports can be found at:  
[www.abports.co.uk/](http://www.abports.co.uk/)

#### The British Ports Association

Africa House, 64-68 Kingsway  
London WC2B 6AH  
Tel: 020 7242 1200 Fax: 020 7430 7474  
[info@britishports.org.uk](mailto:info@britishports.org.uk)

## 6.4 Environmental Groups

The contacts provided below are for the National Offices. All have branches all over England. For more information contact the main office or visit their web sites.

### Transport 2000

The Impact Centre,  
12-18 Hoxton Street, London N1 6NG  
Tel: 020 7613 0743 Fax: 020 7613 5280  
[www.transport2000.org.uk](http://www.transport2000.org.uk)

### Friends of the Earth

26-28 Underwood Street, London N1 7JQ  
Tel: 020 7490 1555  
[www.foe.co.uk](http://www.foe.co.uk)

### Council for Protection for Rural England

CPRE National Office  
128 Southwark Street, London SE1 0SW  
Tel: 020 7981 2800 Fax: 020 7981 2899  
[info@cpre.org.uk](mailto:info@cpre.org.uk)  
[www.cpre.org.uk](http://www.cpre.org.uk)

## 6.5 Existing FQPs

At the time of print there were approximately 31 FQPs in operation. Details can be obtained from the Department for Transport's Freight Logistics and Sustainable Distribution Team at the address on page 24.

## 6.6 Policy Advice

### Department for Transport

Freight Logistics and Sustainable Distribution Team  
2/24 Great Minster House  
76 Marsham Street, London SW1P 4DR  
Tel: 020 7944 2434/2492  
freight@dft.gsi.gov.uk

#### Key Documents:

- ➡ Sustainable Distribution: A Strategy. DETR March 1999.  
[www.dft.gov.uk/itwp/susdist/index.htm](http://www.dft.gov.uk/itwp/susdist/index.htm)
- ➡ Guidance on Full Local Transport Plans. DETR March 2000  
[www.local-transport.dft.gov.uk/fulltp/index.htm](http://www.local-transport.dft.gov.uk/fulltp/index.htm)
- ➡ Planning Policy Guidance Note 13: Transport. DTLR March 2001  
[www.planning.odpm.gov.uk/ppg/ppg13/index.htm](http://www.planning.odpm.gov.uk/ppg/ppg13/index.htm)

## 6.7 Sustainable Distribution Grants

### Rail Freight Facilities Grants

Department for Transport  
Great Minster House  
76 Marsham Street  
London. SW1P 4DR  
Fax: 020 7944 9643  
rail@dft.gsi.gov.uk  
[www.dft.gov.uk](http://www.dft.gov.uk)

### Water Freight Facilities Grants

**Department for Transport**  
Freight Grants Unit  
Zone 2/24 Great Minster House  
76 Marsham Street, London SWIP 4DR  
Tel: 020 7944 6847/6848/6846  
[www.shipping.dft.gov.uk/grants/water/](http://www.shipping.dft.gov.uk/grants/water/)

## 6.8 Sustainable Distribution Best Practice Guidance

### FQP Related Documents

Freight Quality Partnerships Case Studies. Department for Transport. March 2003.

- ➡ **Delivering the Goods.** Best Practice in Urban Distribution. FTA. 1997
- ➡ **Belfast: Delivering the Goods.** A Freight Quality Partnership. Belfast City Council, FTA and the Department for Regional Development. June 2000
- ➡ **Canterbury: Delivering the Goods.** A Freight Quality Partnership. Kent County Council, FTA and Canterbury City Council. September 2000
- ➡ **Guildford: Delivering the Goods.** A Freight Quality Partnership. Surrey County Council, FTA and Guildford Borough Council. August 1999
- ➡ **Kilmarnock: Delivering the Goods.** A Freight Quality Partnership. COSLA, FTA and East Ayrshire Council. September 2000
- ➡ **Newton Abbot Area: Delivering the Goods.** A Freight Quality Partnership. Devon County Council, Teignbridge District Council, FTA, RHA, Newton Abbot Chamber of Trade. January 2002.
- ➡ **Reading: Delivering the Goods.** A Freight Quality Partnership. Reading Borough Council, FTA. March 2001
- ➡ **Urban Friendly Deliveries** – Environmental Best Practice at the Delivery Point. FTA. 2000. This briefing note gives practical advice to all operators involved in urban deliveries on minimising and where possible avoiding disturbance to local residents when making deliveries

To obtain copies of these documents, contact FTA, North (page 22).

## Freight Best Practice Publications

Freight Best Practice is funded by the Department for Transport and managed by Faber Maunsell Ltd to promote operational efficiency within freight operations in England.

Freight Best Practice offers FREE essential information for the freight industry, covering topics such as saving fuel, developing skills, equipment and systems, operational efficiency and performance management.

Freight Best Practice publishes a twice yearly magazine called Freight Future. This provides details of all the latest sustainable distribution projects and programmes supported by the Government. Freight Future and all the other Freight Best Practice publications can be ordered **FREE** via the hotline and the web site:

**Freight Best Practice Hotline 0845 877 0 877**  
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If you have any problems completing the questionnaire, please call Tom Cherrett on Southampton (023) 8059 3316 during office hours. Thank you for your time and co-operation.

All information you supply will be confidential and anonymous.

We are conducting a survey about the problems businesses in and around Winchester experience with the movement of goods to and from their premises. This is being carried out by the University of Southampton on behalf of Hampshire County Council with a view to improving traffic management strategies in the area.

We would be grateful if you could fill in this questionnaire which consists of three sections and should take about 15-20 minutes to complete. Please answer all the questions.

It would be most helpful if you could use the reply paid envelope to return your completed questionnaire by 14th September 2001.

## SECTION 1: CORE GOODS DELIVERIES TO YOUR PREMISES

Your Company's Name:

**Core goods are those that are of fundamental importance to your business activity.**

For **retail outlets**, 'core' goods are those sold to final customers.

For **warehouses** 'core' goods are those delivered by suppliers for sorting and onward movement.

For **manufacturing** premises 'core' goods are those used in the production process.

For businesses selling **services** (e.g. travel/estate agents, banks, recruitment agencies, insurance brokers, hair and beauty salons) they are the essential goods used in the day-to-day operation of the business e.g. paper brochures, magazines, forms, cosmetic products etc.

For **restaurants, pubs and hotels** 'core' goods are the essential supplies of food, drink, laundry etc.

What is the nature of your company's business? (Please describe and give brief details of the 'core' goods you deal with if not immediately obvious e.g. 'warehousing' – frozen foods, 'manufacturing' – suitcases.)

**1** How many deliveries of 'core' goods do you receive at your premises during a typical *week*?  
(Please assume that this is **not** during one of your peak business periods of the year.)

(If you receive less than one delivery per week please state the frequency e.g. twice/month.)

**2** Please indicate how many vehicles deliver 'core' goods to your premise by *day* of the week.  
(Again, please assume that this is **not** during one of your peak business periods of the year.)

Days of the week

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Numbers of vehicles delivering 'core' goods							

If you have no fixed delivery days, please tick this box.

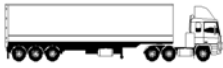

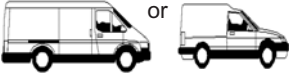

**3** Please allocate the number of 'core' deliveries you gave in **Question 1** according to the time of day they are delivered to your premises.

Delivery Time

	04:00-06:00	06:00-09:00	09:00-16:00	16:00-18:00	18:00-21:00	21:00-04:00
Number of Deliveries						

If you have no fixed delivery times, please tick this box.

**4** What types of vehicle deliver your 'core' goods and how long does a typical delivery take?  
 (For the number of 'core' goods deliveries you stated in **Question 1**, please indicate the number of deliveries (by type of vehicle) that you receive. Also, please indicate the typical delivery time for each type of vehicle by ticking the appropriate box.) Delivery time is defined as the time between the vehicle arriving and leaving.

Vehicle Type	Number of deliveries received	Typical Delivery Time					
		1-15 mins	15-30 mins	30-45 mins	45-60 mins	1-2 hours	Over 2 hours
 Articulated Lorry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 Rigid Lorry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 or  Van	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Car	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motorbike	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bicycle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (Please describe)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**5** Where do delivery vehicles park when unloading is taking place? (Please tick)

On the company's premises  On a public road outside the premises  Away from the premises

**6** Do the delivery vehicles take away any goods (e.g. returns)? (Please tick)

Always  Sometimes  Never

**7** Do you have dedicated unloading facilities at:

a) the rear or side of your premises? Yes  No

b) the front of your premises? Yes  No

**8** Do you have any loading or unloading restrictions outside your premises? Yes  No

(Please tick)  
 (If yes, describe e.g. bans on unloading between 07:30 and 09:30, vehicle size/weight limits, etc.)

**9** Which are your busiest trading months of the year (your 'peak business periods')?  
 (Please circle the appropriate month/s.)

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

**10** During your busiest periods you indicated in **Question 9**, how many extra delivery vehicles would you expect on top of the non-peak figure you gave in **Question 1**? (e.g. 4 per week)

**11** Where in the United Kingdom are your 'core' goods delivered from?  
 (Please provide a few locations e.g. Manchester.)

## SECTION 2: OTHER VEHICLE MOVEMENTS TO AND FROM YOUR PREMISES

This section asks you to give information on other vehicle movements which occur at your premises. These include service engineers who visit you to maintain equipment and other services, such as postal and specialist waste collections.

Using the instructions below, please complete the table on the right by ticking the appropriate boxes. If you are unsure about a particular response (e.g. whether an articulated or rigid lorry is used), put a question mark in the box which you think is most likely.

### INSTRUCTIONS FOR SECTION 2

#### COLUMN HEADINGS

A

Please indicate in **column A** which service visits, collections and other deliveries you receive at your premises by ticking the appropriate boxes.

B

Frequency of visit

For the visits you ticked in column A, please indicate in column B how often they take place at your premises by ticking the appropriate box according to the following codes.

- 1 = Most days in a week
- 2 = About once a week
- 3 = Around once a month
- 4 = A few times a year
- 5 = Less than once a year

C

Usual Arrival Time

Please indicate in column C when the visits usually take place by ticking the appropriate box.

- am = Mornings (between 06:00 and 12:00)
  - pm = Afternoons (between 12:00 and 18:00)
  - Late = Between 18:00 and 06:00
- (If the visit time can vary during the working day (06:00 to 18:00), please tick both the **am** and **pm** boxes).

D

Mode of Transport Used

Please indicate in column D the mode of transport usually used for these visits by ticking the appropriate box. (Refer to **Question 4 of Section 1** for vehicle diagrams.)

- 1 = Articulated Lorry
- 2 = Rigid Lorry
- 3 = Van
- 4 = Car
- 5 = Motorbike
- 6 = Bicycle
- 7 = On Foot

E

Duration of Visit

Please indicate in column E the average duration time of the visit (from the vehicle arriving to leaving) by ticking the appropriate box.

- 1 = 1-15 minutes
- 2 = 15-30 minutes
- 3 = 30-45 minutes
- 4 = 45-60 minutes
- 5 = 1-2 hours
- 6 = more than 2 hours

	A	B					C			D							E					
Column Headings		Frequency Of Visit					Usual Arrival Time			Mode of Transport Used							Duration of Visit					
		1	2	3	4	5	am	pm	Late	1	2	3	4	5	6	7	1	2	3	4	5	6

Service visits for:

Computer equipment																						
Photocopier																						
Security and fire																						
Lifts/escalators																						
Window cleaning																						
Pest control																						
Plant care (floral)																						
Laundry/dry cleaning																						
Cleaning of premises																						
Catering																						
Utilities <sup>1</sup>																						

<sup>1</sup>Mains gas, water and electricity supplies.

Other service visits <sup>2</sup>																						
-----------------------------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

<sup>2</sup>Please describe (e.g. fork lift truck maintenance).

Ancillary Deliveries <sup>3</sup>																						
-----------------------------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

<sup>3</sup>These are deliveries of materials needed for the running of your business (e.g. packaging, plastic bags, stationery, till rolls etc).

Royal Mail Deliveries																						
Royal Mail Collections																						
Waste Collections <sup>4</sup>																						

<sup>4</sup>These are specialist waste collections you receive in addition to the normal service supplied by Winchester City Council.

Other Collections <sup>5</sup>																						
--------------------------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

<sup>5</sup>These would be for goods which are distributed from your premises (e.g. goods that you manufacture or 'core' goods you have received which you then dispatch to other destinations via courier).

## SECTION 3: YOUR PROBLEMS AND POSSIBLE SOLUTIONS

Please describe the key problems your company experiences regarding goods deliveries/collections to/from your premises. (Please continue onto a separate piece of paper if necessary.)

What measures do you think would improve your current situation? (Please continue onto a separate piece of paper if necessary.)

Many thanks for taking the time to complete the questionnaire. Please return it in the enclosed Freepost envelope (no stamp needed) to: The Transportation Research Group, Dept. of Civil & Environmental Engineering, University of Southampton, FREEPOST LICENCE NO. SO286, Southampton SO17 1YN.

If you have any problems completing the questionnaire, please contact Tom Cherrett on 023 8059 3316 (Email: [tjc3@soton.ac.uk](mailto:tjc3@soton.ac.uk))  
 If you want further information on the Winchester Freight Forum, please contact Sheila Henley on 01962 845189 (Email: [sheila.Henley@hants.gov.uk](mailto:sheila.Henley@hants.gov.uk))

The Freight Transport Association is working with XXXX Council to identify problems experienced by drivers delivering the goods in XXXX. The idea is to tackle the problems where possible, and to develop environmentally sensitive, economic and efficient deliveries in the city . Similar projects are under way in other towns and cities (give examples). We need your help, because you are the expert in these matters! The following list identifies problems you may experience in XXXX or the surrounding area. Please circle yes or no against each item and - vital for this survey - please indicate briefly where the problem is if you answer yes:

Congestion and delay - the obvious one! But if particular routes or even particular junctions or sites can be identified this would be helpful	YES / NO
where	
Illegally parked vehicles obstructing kerbside deliveries	YES / NO
where	
Unauthorised parking in off-street service areas obstructing deliveries	YES / NO
where	
Inappropriate/unnecessary loading restrictions	YES / NO
where	
Inappropriate or unduly stringent enforcement of loading restrictions or loading limits – often 20 or 30 minute	YES / NO
where	
Parking, legal or otherwise, obstructing movement into and out of factories, depots and the like	YES / NO
where	
Access restrictions, pedestrianised roads/areas	YES / NO
where	
Poor traffic signing, either general road signing or (lack of) local advisory signing for lorries to key locations	YES / NO
where	
Difficulty in negotiating tight junctions, scope for minor improvement works?	YES / NO
where	
Lack of adequate overnight parking facilities	YES / NO
where	
Any others not covered above	YES / NO

What kind of vehicle do you normally drive? (please circle)	2 axle rigid up to 7.5T gvw	2 axle rigid over 7.5T gvw	axle rigid	artic	drawbar trailer
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NAME		COMPANY	
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THANK YOU FOR YOUR HELP

Freight Best Practice publications, including those listed below, can be obtained FREE of charge by calling the **Hotline** on **0845 877 0 877** or by downloading them from the website **[www.freightbestpractice.org.uk](http://www.freightbestpractice.org.uk)**

## Saving Fuel



### Fuel Saving Devices

This guide contains practical tips and advice on how to trial and then choose fuel saving products.

## Operational Efficiency



### Profit Through Partnership

This case study highlights the benefits of pooling the resources of different companies to win and manage larger logistics contracts.

## Developing Skills



### Companies and Drivers Benefit from SAFED for HGVs: A Selection of Case Studies

This selection of case studies describes the benefits experienced by 15 companies and their drivers who have taken part in the Safe and Fuel Efficient Driving (SAFED) scheme.

## Performance Management



### Introduction to Job Costing for Freight Operators

This guide is aimed at helping you understand the true cost of your operation down to individual vehicles in the fleet.

## Equipment and Systems



### Truck Specification for Best Operational Efficiency

A step-by-step guide to the process of correctly specifying an efficient and 'fit for purpose' vehicle.

## Public Sector



### Local Authority Freight Management Guide

This guide aims to improve local authority officers understanding of the nature of freight, leading to the production of high quality and deliverable freight strategies and action plans. It promotes advice and support for policies and aims to enhance local authority delivery performance.

