East Mayfair
Commercial Vehicle
Reduction Programme
Evaluation Report

February 2020

Placemaking
Limited
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Photographic Images: Philippa Sian Photography
Executive Summary

In 2019 New West End Company delivered a pilot sustainability project on 28 east Mayfair streets to reduce the number of commercial vehicles in the area and also improve air quality and increase levels of recycling.

The east Mayfair pilot was an extension and adaptation of the Bond Street pilot project. It contributed to a number of policy goals, including improving air quality, reducing carbon, increasing recycling and making it easier to reallocate finite road space to pedestrians.

The project achieved positive results. It increased the number of customers using the preferred suppliers and also reduced the number of waste and recycling vehicle collections on the two monitored streets from a total of 46 to 38 (17.4% reduction). On Savile Row this is equivalent to a 39% reduction and on Albemarle Street this was a 3.6% reduction. The number of kerbside stops for parcel deliveries fell by up to 80% (421 vehicle stops to 36). These results are very encouraging and consistent with previous results from the Bond Street trial.

The project’s offer to east Mayfair businesses addresses approximately only 10% of commercial vehicle kerbside stops in east Mayfair. Future roll-out phases of the project, therefore, can be enhanced by developing an offer to businesses that address the other trip and kerbside-use purposes, in particular servicing, deliveries of stock and loading of goods to supply customers.

Participation in the project was offered to all east Mayfair occupiers, property owners and their agents. Attempting to reach, engage and persuade SMEs to participate in the project required considerable effort and was time-consuming. Working with property owners and their agents was more efficient and effective than attempting to reach SMEs directly.

It is recommended to mainstream the trial project:

- Extend the offer to businesses to include freight, deliveries and waste consolidation into a single coordinated service for all buildings and streets across the remainder of the West End, initially on the most polluted transport corridors.
- To include measures to reduce all commercial vehicle trip purposes, in particular LGVs, which account for 75% of commercial vehicles.
- Into a broader Sustainability Programme, to increase its appeal and capture the current interest in contributing to air quality, carbon reduction and other environmental and sustainability initiatives and;
- Promote environmental and sustainability standards, such as One Planet and offer an advice and consultancy service for New West End Company members.
Background

In 2019 New West End Company delivered a pilot sustainability project in east Mayfair. The project primarily intended to understand whether it is possible to reduce the number of commercial vehicles in the area and also improve air quality and increase levels of recycling. The project, which recommended preferred suppliers to businesses, was delivered on twenty eight streets of the east Mayfair area of London, between May and October 2019.

It is reported that there could be as many as fifty different waste and recycling companies operating in the borough, eight of which have comprehensive operations in Westminster. In many circumstances these will be duplicating one another’s vehicle trips, thereby contributing to additional traffic and pollution. In addition, there are a large number of logistics companies providing businesses with their supplies, therefore are similarly duplicating vehicle trips, adding to congestion and poor air quality in the West End.

By persuading businesses in east Mayfair to use one of two preferred supplier for waste and recycling collection; and also one preferred company for business supplies, the pilot project’s aim was to reduce the number and the impact of commercial vehicles in the area.

Bond Street trial – performance and lessons learned

The east Mayfair pilot was an extension and adaptation of the Bond Street pilot project. New West End Company, working with TfL, jointly funded a trial programme to reduce commercial vehicles on Bond Street. From April 2015 to September 2017, Arup delivered and evaluated the commercial vehicle reduction project on Old and New Bond Streets.

The project was delivered to complement the Bond Street public realm improvements, which reduced space for vehicles to enable the increase footway space by 65%. Consequently, there was a need to reduce commercial vehicles on the street. The project initially encouraged businesses to sign-up to one of two waste and recycling collection companies (First Mile and Westminster Waste Services) and in the latter stage introduced the Anglo business supplies as an additional preferred supplier offer.

The Bond Street pilot project results, reported by Arup, are as follows:

- A 17% reduction in kerbside vehicle stops in 2018 compared with 2014. This was measured through CCTV surveys carried out in both years.
- 70% of businesses reached on Bond Street consisting of both NWEC members and non-members have joined the waste and recycling preferred supplier scheme.
- Daily waste collection vehicle movements reduced from an estimated 144 to nine per day.
- 67% reduction in waste bags on the footways during shopping hours.
Business Case for the East Mayfair Project

The east Mayfair project aims to contribute to a number of policy goals:

- **Air quality** - The West End’s roads are a pollution hotspot, with levels exceeding EU thresholds and affecting people’s health, with vehicles contributing approximately 50% of pollutants.

- **Carbon** – a climate emergency has been declared by the UK Government and also Westminster City Council (WCC). Surface transport contributes about 23% of climate change causing emissions, therefore initiatives to reduce vehicle movements and also replace these with cleaner vehicles, potentially can make a contribution to reducing carbon emissions.

- **Rising levels of commercial traffic** – while traffic levels in central London show a long term decline (see TfL data in Figures 1 & 2 below), there has been a 54% increase in light goods vehicles (LGVs) kilometres over the past 25 years. TfL also predicts a further 43% rise over the next 25 years. Moreover, TfL research indicates that van (LGV) sizes have grown over the last decade, resulting in much less use of car-derived vans and a 20% increase in the use of larger vans. Cumulatively the growth in larger vans is likely to have a greater visual, noise and air quality impact on the West End.

- **Recycling** – the [Mayor of London’s target for recycling](#) in London is 65% by 2030, which is the same target adopted by central government. Current levels in Westminster are at 23%. Although increasing levels of recycling was not a primary objective of this project, the intensive communications approach, specifically one to one conversations with businesses, could increase awareness of the contribution businesses can and ought to make to environmental issues, including recycling, therefore could be a positive outcome.

- **Delivering Healthy Streets and world-class public spaces** - TfL data shows that 78% of commercial traffic in London takes places between 7am and 7pm. This means it is competing for finite road space at the time of heaviest pedestrian footfall in the West End, due to visitors and workers arriving and spending time in the area. This potentially hinders to ability to reallocate road space to create traffic-free spaces for pedestrians, either permanently, or on a timed based.
In addition to its contribution to sustainability, the project has a commercial perspective. Research shows consumers’ preference is for shopping with sustainable and ethical suppliers and ones that offer environmentally friendly delivery options. This project, therefore, has the potential to contribute to the attractiveness and appeal of the West End as a shopping destination to ethically conscious consumers, as well as business’s CSR strategies.
Selection of the Preferred Suppliers

The logistics sector, including waste and recycling, is a crowded market, with many competing companies, a breadth of service, quality and price offers. Taking into account three factors - commitment to sustainability (specifically recycling and use of cleaner fuel vehicles), quality of service to businesses and price competitiveness, New West End Company selected the following companies to be the preferred suppliers for the east Mayfair trial:

- Veolia/Westminster City Council Commercial Waste Services (referred to as ‘Westminster Waste Services’ in this report)
- First Mile
- Anglo and
- Gnewt Cargo.

These were selected for the following reasons. Firstly, local authorities as Waste Collection Authorities (WCA) have a legal duty to provide a waste and recycling collection service for every street in their borough area. Westminster Commercial Waste Services serves the whole of Westminster including east Mayfair as part of the duty to visit each street. Westminster Waste Services/Westminster argue too that they also reinvest surplus income from their services into educating organisations on recycling; and they also collect any waste from the streets, including fly-tipping, which their commercial competitors do not usually do.

Westminster Council’s policy is to maximise recycling within London, rather than export overseas; and where this is not possible Westminster Waste Services incinerates waste and contaminated recycling, which creates electricity and community energy at a site in Southwark. While this remove materials from the circular economy, meaning that they cannot be re-used, it eliminates the risk of waste materials ending up in landfill and in particular contaminating areas in developing countries, reduces transport of waste, creates energy and ensures waste is handled responsibly at the local level. This issue of landfill waste in developing nations became more apparent and widely known during the pilot project due to high profile news stories.

Finally all of Westminster Waste Services’ vehicles in the area exceed the ULEZ (Ultra Low Emission Zone) standards and in addition Veolia and Westminster Waste Services has recently begun to trial the UK’s first electric-powered waste collection vehicle in the West End.
First Mile is one of the larger operators in the West End, using vehicles that meet or exceed ULEZ standards. It was selected because of its passion for recycling and breadth of recycling services offered to customers.

Anglo is a business supplies company, providing a comprehensive range of 200,000 different products and supplies to businesses, all delivered using electric vehicles.

Gnewt Cargo is a parcel delivery service, which solely uses electric vehicles. Following on from Grosvenor’s successful pilot (Appendix B), businesses participating in the east Mayfair trial project would be able to use the Gnewt service for workplace personal deliveries free of charge for up to three months. This service consolidates deliveries outside central London into a single delivery to the West End, which was offered as an incentive to east Mayfair businesses to switch suppliers.

As part of the agreement with New West End Company to be a preferred supplier, all participating companies guaranteed to match the prices that businesses in the area receive from their existing suppliers. Consequently, there was no cost to businesses for participating in the pilot project.

Scope

The project was offered to businesses operating or owning properties in 28 streets of east Mayfair (see Appendix A).

Prior to launch of the project a comprehensive data base was built-up using existing contacts, Goad data and visual inspections to identify businesses on each of the streets in the shaded area below.
Methodologies

Two communication and sales approaches were tested in parallel to encourage east Mayfair businesses to switch to the preferred suppliers. The first approach targeted SMEs directly and the second worked through ‘gatekeepers’ (property owners and their agents) in order to reach their tenants.
Participation in the project was offered to all east Mayfair property owners and their agents. The participating ‘gatekeepers’ in the project were: Astrea, Pollen Estate, Great Portland Estate and Trophaeum.
Both of these methodologies were supported by a wider communications campaign, which including e-communications from New West End Company to its members, information on its website and a dedicated event, held on 24th September 2019.

Monitoring

Both Albemarle Street and Savile Row were selected as a representative sample of streets to evaluate the performance of the project. These were chosen because it was known that their traffic flows and kerbside uses would not be affected by highway works during the trial. Savile Row had recently benefited from a comprehensive public realm scheme. This introduced new footways throughout and inset parking and loading bays on the western side, which when not in use by vehicles, can provide additional footway space for pedestrians.
Albemarle Street was selected because its public realm improvements are in the planning and design phase and it was known that they would not be constructed during the period of this trial project. The two streets are also in geographically different parts of the east Mayfair study area, therefore overall provide a balanced picture of traffic in the area.

Kerbside use was observed using CCTV cameras in March and October 2019, on two different days on both streets. The months were chosen as they are generally considered to be normal, representative times of year, not affected by seasonal factors or adverse weather conditions.
In addition, the preferred suppliers provided baseline and follow-on customer numbers for both of the monitored streets.

Air quality data was not collected. This is partly because of the cost of installing air quality monitors on these roads and neutral (control study) sites. Secondly, also because the targeted vehicle trips types contribute a comparatively small proportion of the area’s overall air pollution; and other factors, specifically the ULEZ which achieved a 36% reduction in roadside NO2, was introduced at the same time as this pilot project.

Recycling data was provided by the two preferred waste and recycling collection suppliers. Westminster Waste Services/WCC reports recycling by weight of disposal method. First Mile report recycling rate by the number of recycling bags sold to businesses as a proportion of all waste bags sold to businesses. This is a general indicator of recycling, which does not indicate the volume of recycling in the bags, whether any of the recycling is contaminated, or whether it is recycled further down the reverse supply chain. Therefore the reported figures are likely to be higher than the actual recycling rate. Nonetheless, site visits by New West End Company to First Mile’s Material Recovery Facility (MRF) validated the supplier’s robust approach to sorting and recycling and the business’s commitment and mission to maximising recycling levels.

Finally, qualitative data, in particular business feedback, was collated to assist in the evaluation of the trial project.

**Results**

The project achieved positive results. It increased the number of customers using the preferred suppliers and also reduced the number of waste and recycling vehicle collections on the two monitored streets from a total of 46 to 38 (17.4% reduction). On Savile Row this is equivalent to a 39% reduction and on Albemarle Street this was a 3.6% reduction. These results are very encouraging and consistent with previous results from the Bond Street trial.

The results indicate that parcel deliveries, which was the main type of delivery targeted by encouraging business to switch to Anglo, fell across the two monitored streets by 80%\(^1\).

The traffic surveys found that waste and recycling collection vehicles accounted for only 5.5% of all commercial vehicles and parcel deliveries 5.9% on these two streets, therefore in the region of 90% of commercial vehicles trips were not being targeted in the east Mayfair

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\(^1\) From 421 vehicle stops to 36. These stops were coded in the kerbside monitoring as ‘parcel deliveries’, although the distinction between a ‘parcel delivery’ and ‘unloading’ can be open to interpretation, therefore the actual reduction may be lower. Regardless, the impact of the project remains positive.
pilot project with specific interventions to reduce their numbers. Consequently, the actual reduction in kerbside uses by all commercial vehicles was approximately 3%.

Westminster Waste Services/WCC report a high level of recycling on both Savile Row and Albermarle Street, at 40% of all disposed waste. This percentage remained unchanged from the baseline to the time of the follow-up monitoring. First Mile reports a small increase in the number of recycling bags sold.

80% (395 fewer vehicles) reduction in parcel delivery kerbside stops

Recycling (bags sold)
Savile Row +9%
Albemarle St +19%

Waste and recycling vehicles fell 17.4% (46 down to 38 vehicle stops) across both streets

Fig 8: Summary results

Journey Purpose

The camera observations of vehicles on Albemarle Street and Savile Row show that slightly more than three quarters of commercial vehicles trips are carried out by LGVs. The data also indicates the predominant purposes are unloading and also parking and carrying activity elsewhere, rather than on these particular streets.
<table>
<thead>
<tr>
<th>Purpose</th>
<th>LGV</th>
<th>HGV</th>
<th>Purpose Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waiting</td>
<td>6.64%</td>
<td>2.62%</td>
<td>Person does not leave the vehicle</td>
</tr>
<tr>
<td>Loading</td>
<td>4.28%</td>
<td>4.31%</td>
<td>Loading goods into the vehicle</td>
</tr>
<tr>
<td>Parcel delivery</td>
<td>5.24%</td>
<td>0.70%</td>
<td>Delivering small goods or parcels</td>
</tr>
<tr>
<td>Parked</td>
<td>19.77%</td>
<td>3.78%</td>
<td>Parked the vehicle and left with no activity</td>
</tr>
<tr>
<td>Unloading</td>
<td>18.91%</td>
<td>5.77%</td>
<td>Unloading goods from the vehicle</td>
</tr>
<tr>
<td>Loading/unloading</td>
<td>1.49%</td>
<td>0.80%</td>
<td>Loading and unloading goods from the vehicle</td>
</tr>
<tr>
<td>Drop Off</td>
<td>11.58%</td>
<td>4.08%</td>
<td>Dropping a person and leaving</td>
</tr>
<tr>
<td>Servicing</td>
<td>7.76%</td>
<td>2.26%</td>
<td>Servicing the area (Example - cleaning shop windows, servicing parking ticket machines, servicing lamp columns etc)</td>
</tr>
<tr>
<td>Total</td>
<td>75.68%</td>
<td>24.32%</td>
<td></td>
</tr>
</tbody>
</table>

Table 1: Proportions of vehicles by size and kerbside-use purpose

**Length of stay**

The camera surveys also recorded length of stay by different purpose. Longer stay vehicles may be unnecessarily taking up inset parking bays, which otherwise could be footway space, or causing other vehicles to search for longer in the West End for parking spaces, thereby adding to traffic and pollution. Unsurprising servicing local businesses resulted in comparatively longer stay time, while loading and unloading from a vehicle took longer still. Sixty-six vehicles were recorded as staying for more than five hours (the maximum time is 40 minutes for loading), with many more staying for more than two hours. A separate study for the East Mayfair Project Board, conducted by NRP, shows virtually no use trade parking permits (currently £49 per day) and no enforcement by WCC. It is conceivable that a common kerbside use by commercial vehicles in east Mayfair is for long term parking, rather than serving the needs of local businesses.

<table>
<thead>
<tr>
<th>Purpose</th>
<th>LGV</th>
<th>HGV</th>
<th>Purpose Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waiting</td>
<td>00:15:16</td>
<td>00:07:01</td>
<td>Person does not leave the vehicle</td>
</tr>
<tr>
<td>Loading</td>
<td>00:21:32</td>
<td>00:11:42</td>
<td>Loading goods into the vehicle</td>
</tr>
<tr>
<td>Parcel delivery</td>
<td>00:14:17</td>
<td>00:08:10</td>
<td>Delivering small goods or parcels</td>
</tr>
<tr>
<td>Parked</td>
<td>00:41:03</td>
<td>00:48:59</td>
<td>Parked the vehicle and left with no activity</td>
</tr>
<tr>
<td>Unloading</td>
<td>00:22:44</td>
<td>00:24:43</td>
<td>Unloading goods from the vehicle</td>
</tr>
<tr>
<td>Loading/unloading</td>
<td>01:08:34</td>
<td>01:28:32</td>
<td>Loading and unloading goods from the vehicle</td>
</tr>
<tr>
<td>Drop Off</td>
<td>00:00:24</td>
<td>-</td>
<td>Dropping a person and leaving</td>
</tr>
<tr>
<td>Servicing</td>
<td>01:07:31</td>
<td>00:15:13</td>
<td>Servicing the area (Example - cleaning shop windows, servicing parking ticket machines, servicing lamp columns etc)</td>
</tr>
</tbody>
</table>

Table 2: Length of kerbside stopping

**Time of Day**

Analysis of commercial vehicle use of kerbside by time of day indicates the peak is reached from quite early in the mornings and stays at a high level until a gradual decline from lunchtime onwards. This suggests that opportunities for retiming deliveries, loading,
unloading and servicing to earlier in the day in order to free up inset parking and loading bays for footways space, are limited due to saturated kerbside use at these times.

**COMMERCIAL VEHICLE KERBSIDE STOPS BY TIME OF DAY**

![COMMERCIAL VEHICLE KERBSIDE STOPS BY TIME OF DAY](image)

**Fig 9:** Commercial Vehicle kerbside stops at hourly time slots (7am to 7pm)

**Summary output statistics**

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</thead>
<tbody>
<tr>
<td><strong>30</strong></td>
<td><strong>72</strong></td>
<td><strong>59</strong></td>
<td><strong>4%</strong></td>
<td><strong>15%</strong></td>
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<tr>
<td>Businesses</td>
<td>First Mile</td>
<td>Westminster</td>
<td>Conversion</td>
<td>Conversion</td>
</tr>
<tr>
<td>have signed</td>
<td>customers</td>
<td>Waste</td>
<td>rate</td>
<td>rate</td>
</tr>
<tr>
<td>up to the</td>
<td>on Savile</td>
<td>Services/WCC</td>
<td>across all</td>
<td>for</td>
</tr>
<tr>
<td>pilot scheme</td>
<td>Row &amp;</td>
<td>customers on</td>
<td>businesses</td>
<td>businesses</td>
</tr>
<tr>
<td></td>
<td>Albemarle</td>
<td>Savile Row &amp;</td>
<td>in east</td>
<td>that have</td>
</tr>
<tr>
<td></td>
<td>Street</td>
<td>Albemarle Street</td>
<td>Mayfair</td>
<td>several</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>touch points</td>
</tr>
</tbody>
</table>

**Fig 10:** Key project output statistics

**Business development communications reach**

The project applied the four stage AIDA (awareness, interest, desire, action) marketing model, achieving the reach and conversions levels shown in the diagram below.
Fig 11: Business conversions statistics

- **Awareness**: 980
  - Businesses reached with email and leaflet (at least twice)

- **Interest**: 531
  - Face to face cold-call conversations

- **Desire**: 199
  - Pre-planned 1-2-1 business meetings

- **Action**: 30
  - Businesses signed up to the pilot project (15% conversion rate)
Discussion & conclusions

The monitoring results indicate the project has been successful in reducing the targeted commercial vehicle trips and encouraging a switch to the preferred suppliers. These suppliers also use cleaner fuel vehicles, therefore the project is also contributing to reducing emissions.

The project’s offer to east Mayfair businesses only addresses approximately 10% of commercial vehicle kerbside stops in east Mayfair. Future roll-out phases of the project, therefore, can be enhanced by developing an offer to businesses that address the other trip and kerbside-use purposes (loading, unloading and servicing) and also specifically target the growth in LGVs, which represent 75% of commercial vehicles in the area. Moreover, if kerbside use is being used for extended periods, this indicates there could be an oversupply of loading bays.

The preferred suppliers were very engaged, supportive and collaborative partners. This includes Gnewt, despite low take-up of their personal deliveries offer in this trial.

Attempting to reach, engage and persuade SMEs to participate in the project required considerable effort and was time-consuming. How deliveries are made and waste and recycling is removed is neither exciting nor critical to businesses. It was also learned that the waste industry generally secures business customers when they locate to an area but there is very little switching between waste and recycling suppliers by business customers while they remain within an area. Moreover, where the decision is made within a business’s hierarchy varies between organisations, with some delegating it to an office manager, while others require board or CEO approval. Finally, in some cases, waste and recycling collection was a sub-contract of the cleaning contract. All of these factors make planning a targeted marketing and communication campaign challenging.

Working with property owners and their agents was more efficient and effective than attempting to reach SMEs directly. The property owners, asset management company or property management companies provided another layer of legitimacy and authority to the project and also access to tenants, through their internal communication channels and hosting tenant meetings.

A related lesson-learned is the importance of understanding the scope of property owner and agent’s waste and recycling collection contracts. In some buildings these cover communal parts, while in others they can also cover tenants. The corollary of this is that tenant’s suppliers should be aligned with the property owner’s to ensure there is one supplier, rather than numerous, servicing an entire building. The building owner or property management company can contribute to reducing commercial vehicles by recommending to
their tenants preferred suppliers, or ideally write into tenancy agreements the requirement to use a preferred supplier(s).

It was learned during the project that an additional benefit of preferred suppliers and also consolidation services, is by reducing vehicle trips to a building, this also improves building security and free up staff time for other building management activities. This is a key benefit for property management companies.

Due to high profile news stories during the project, businesses became more aware and concerned about the waste and recycling collection and consistency chains. The two preferred suppliers take different approaches to waste management, which provided business customers with choice but to a business audience with limited time to give, quality assurance of preferred suppliers and simpler communication of how waste and recycling is processed could enhance the future roll-out of this project. Quality assurance will also be critical to businesses with a strong CSR ethos or seeking a sustainability accreditation.

**Recommendations & actions**

Reducing commercial vehicle trips and air pollution in the West End requires both a strategic approach and also multi-agency agreement and coordination. A strategic approach means coordinating both incentives and demand management measures to reduce commercial vehicles across the West End. Currently there is a patchwork quilt of local authority, Business Improvement Districts (BID) and estate-led initiatives (Appendix C) across the West End, each different in their offer and scope, all trying to influence an equally large number of logistics and reverse logistics operators; and also thousands of West End businesses.

Future phases will also need to take in to account (October 2019) TfL research on the causes of the rise in freight traffic. This research indicates that the growth in office floor space and generally uncoordinated deliveries to offices; and the growth in construction sites, are two of the four factors propelling the growth in commercial vehicles on London’s roads (the other two are demand for land for alternative uses is pushing logistics centres further outward, and logistic cost efficiencies gained from operating LGVs rather than HGVs). These four factors pre-date and are more significant than on-line shopping.

The following sections summarise actions for further development, which if delivered in parallel, could form a coordinated and complementary programme to contribute to reducing the impact of commercial traffic in the West End.
**Central Government**

- Consider better regulation of the waste and recycling sector operators, with potentially the procurement or licensing of operators, akin to the powers given to TfL to operate a strategic-London wide bus network, which is procured by TfL and delivered by private operators to standards set by TfL. This could work on the zonal system being introduced in New York, in London using borough boundaries as the zonal areas.
- Introduce a rating standard for waste and recycling suppliers, similar to the standard used to rate the efficiency of electrical goods, so business customers can make informed decisions on which suppliers to use, based on transparent information.

**TfL**

- Allocate resources to address commercial vehicles and freight which is equal to the scale of the issue by volume of trips.
- Move from funding small scale piloting and research projects to mainstream by commissioning the most effective commercial vehicle reduction interventions as a single, coordinated West End service.
- Conduct further research to understand how the full range of commercial vehicle trips can be reduced.

**Westminster City Council**

- Introduce a Zero Emission Zone for the West End, or the International Centre, thereby ensuring the only commercial trips are carried out by non-polluting vehicles.
- Robust enforcement of kerbside uses and restrict kerbside uses, particularly on inset parking bays to encourage delivery, loading and unloading at designated off-peak times and through West End consolidation and distribution centres.
- Review the criteria and cost of trade permits to park at the kerbside and develop price competitive alternatives, such as cheaper long-stay in nearby Q-Parks.
- Building on WCC’s successful higher parking rates for diesel vehicles, extend this concept to discourage commercial vehicle kerbside parking, particularly for the most polluting vehicles.
- Longer time kerbside stay could be introduced for electric delivery vehicles if they also operate as part of a West End porterage system, with the final leg of delivery taking place on foot. This would build on existing successful approaches, such as Savile Row tailors carrying out deliveries within the West End on foot.
- Procure and develop a single West End Consolidation and Portage Service for the Oxford Street District / International Centre, using under-utilised space in Q-Parks and other locations as consolidation and distribution centres.
Fig 12: Oxford Street District Q-Parks Consolidation Centres and Distribution Portage Service

- Indicative on-foot and cycle portage service area from Q-Park or other consolidation and distribution centres

- In priority areas, reduce use of inset parking bays and replace with a new generation of daytime traffic free areas of the commercial West End.

Property owners, asset management companies and managing agents

- Agree a common short list of preferred suppliers for all estates and ensure the use of preferred suppliers is enforced through tenancy agreements.
- Consider the use of compactors, which reduce the volume of waste, therefore the need for daily waste collections.
- Report on performance and seek an accreditation such as One Planet.
- Promote a New West End Company’s Sustainability Programme through internal channels and also tenant meetings and events.

Occupiers

- Align use of logistics and reverse logistics suppliers with those used by the property owner or agent.
- Report on performance and seek an accreditation such as One Planet.
- Promote the New West End Company’s Sustainability Programme (see below) through internal channels and staff events.
New West End Company

- Re-frame the commercial vehicle reduction programme into a broader sustainability programme, to increase its appeal and capture the current interest in contributing to air quality, carbon reduction and other environmental and sustainability initiatives.
- Review existing offers and develop and market test a sustainability suite of approximately circa five easy to deliver and impactful options such as Xero, toogoodtogo and construction logistics for both property-owner and occupier businesses to choose from, with the intention that every business can participate by signing up to at least one NWEC-promoted sustainability initiative.
- Promote Delivery Service Plans for buildings to maximise opportunities for sharing services and supplies.
- Review existing and potential additional preferred commercial suppliers and develop a list of accredited suppliers, using clear quality criteria and methods to provide quality assurance.
- Agree the list of accredited preferred suppliers with estates and encourage the use of preferred suppliers through tenancy agreements.
- Develop a marketing and business development programme to secure participation of all West End property owners and agents.
- Expand the current east Mayfair service in order to deliver a West End-wide intensive programme, replicating successful behavioural change approaches such as Climate Reality or Smarter Travel. Following a planning phase, launch the next phase, an expanded Sustainability Programme, from summer 2020.
- Promote sustainability reporting, such as One Planet and develop an advice service for New West End Company members.
Appendices

Appendix A

Albemarle Street
Barlow Place
Brook Street
Burlington Gardens
Bruton Lane
Bruton Place
Bruton Street
33 Cavendish Square (outside of east Mayfair. This is a later addition, requested by GPE)
Clifford Street
Conduit Street
Cork Street
Dering Street
Dover Street
Grafton Street
Hanover Square
Hanover Street
Harewood Place
Maddox Street
Mill Street
New Bond Street
New Burlington Street
Old Bond Street
Old Burlington Street
Pollen Street
Princes Street
Saville Row
St George Street
Tenderton Street
Vigo Street
Appendix B

Duke’s HQ diverts Amazon deliveries to cut van pollution

Nicholas Hellen
Social Affairs Editor

Until six months ago, 21 vans a day would bring Amazon orders and other deliveries to the headquarters of the Duke of Westminster’s property business, Grosvenor Group, in the heart of Mayfair.

The diesel fumes made one of the most exclusive areas in the country one of the most polluted. “You can taste it. It’s horrible,” said Richard Jeffries, operations director for Grosvenor.

Now a pilot scheme has reduced the number of delivery vans to a single electric vehicle each day—and the example of Mayfair, in central London, could help tackle the “dirty secret” of online shopping nationwide.

Our craving for instant gratification is clogging up roads, encouraged by retailers who offer apparently “free” delivery. The distance driven in vans has risen by 50% from 2011 to 2016, thanks mainly to 1.8bn parcel deliveries a year.

Subscribers to Amazon Prime, for example, can get one-day delivery with no charge and no minimum spend. Councils say they need an extra £1bn to pay for the damage to roads caused by extra journeys.

Like many office workers, staff working for Grosvenor got into the habit of having personal parcels, including trampolines and flat pack beds, delivered to their desks.

When Jeffries set out to tackle the congestion and fumes, he was told that any attempt to ban this perk, as John Lewis did at its headquarters, would go down “incredibly badly”.

“Our staff commute a long way because nobody can afford to live in this place. We wanted to come up with a scheme to carry on with the minimum of inconvenience.”

The answer was to route all personal and business deliveries to a depot in Bow, east London, then convey them to Mayfair in one van from Gnewt Cargo, which has a fleet of electric vehicles.

The duke’s group wants to extend the pilot to thousands of tenants in Mayfair and Belgravia and across the West End.

Jeffries admits that much of the traffic is displaced by his project, not eliminated, but argues that the scheme must grow for firms such as Amazon to take note and change the way they work.

Sam Clarke of Gnewt, part of Menzies, said the scheme could reduce journeys in “every busy street in the UK”.

He is also testing the use of porters to carry parcels the final few hundred yards. He said society was paying the price of a battle for market share based on speed of delivery. “Free delivery should be a phrase banned by trading standards for misleading the customer,” Clarke said. “Retailers should be forced to show the true cost of delivery and provide options for cheaper, slower services.”

Amazon argues that deliveries replace the need for shoppers to make single car journeys. It claimed it was responsible for only about 1,000 vans a day.

Nickie Aiken, leader of Westminster council, which has been trying to tackle congestion caused by online shopping and cruising Uber drivers, said: “The internet revolution, welcome as it is, is having serious consequences for the environment, and the likes of Amazon have to wake up and address this (or face) legislation.”

Amazon said it was “constantly looking for ways to build upon our best energy and environmental practices”. Its Prime clients could pick “no-rush delivery” in return for a discount on a future purchase, and it also had thousands of lockers at railway stations and other locations from where parcels could be collected.

@nicholasherren
Appendix C: Summary of West End Commercial Vehicle Reduction Schemes

This summary sorted by sponsoring organisation shows there are overlapping preferred supplier schemes in the West End. The table excludes similar schemes also operating in surrounding areas, such as Fitzrovia, Victoria, Covent Garden and North Bank. Consequently, the wider West End has a longer list of schemes.

<table>
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<th>BID/Estate</th>
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<th>Waste Company 2</th>
<th>Waste Company 3</th>
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<td>Westminster Waste Services</td>
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<tr>
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<td>Grosvenor</td>
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Statement

This report has been prepared specifically for and under the instructions and requirements of New West End Company, under an appointment in 2019 in connection with delivering and reporting on the performance of the commercial vehicle reduction project in east Mayfair.

This report is prepared for use and reliance by our client only. No third party is entitled to rely on this report. Accordingly, we disclaim all liability of whatever nature (including in negligence) to any third party.

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Placemaking Limited.