

C-LIEGE - Clean Last mile transport and logistics management for smart and efficient local Governments in Europe

DELIVERABLE N. 5.3

Compiled report on C-LIEGE Premium Quality Partnerships

Dissemination level: PUBLIC

Workpackage n. 5.3

Version Final

Date of preparation 08/07/2013

The sole responsibility for the content of this deliverable lies with the authors. It does not necessarily reflect the opinion of the European Union. Neither the EACI nor the European Commission are responsible for any use that may be made of the information contained therein.

Grant Agreement n. IEE/10/154/SI2.589407 – C-LIEGE

Document Control Sheet

Project	C-LIEGE: Clean Last mile transport and logistics management for smart and efficient Local Governments in Europe
Grant Agreement n.	IEE/10/154/SI2.589407
Document Title	Deliverable n. D5.3 - Compiled report on C-LIEGE Premium Quality Partnerships
Nature	R: Report
Available languages	E: English
Dissemination level	P: Public
Version	Final
Date	8 th July 2013
Number of pages	85
Archive name	D5.3_Compiled_report_on_C-LIEGE_Premium_Quality_Partnerships
Authors	Panayota Moraiti (NTUA), Dimitrios Tsamboulas (NTUA)
Contributors	Marc Torrentelle (LEITAT), John Bourn (NCC) Darsheet Chauhan (LEA-LCC) Deyan Dimitrov (Montana) Giuseppe Luppino (Emilia – Romagna) Iwan Stanislaw (MUS) Mauro Sammut (PARAGON) Martin Brandt (KLOK), Maria Rodrigues (TIS)
History	June 26 th 2013 - first draft July 3 rd 2013 - peer-review July 8 th 2013 - final version
Keywords	Freight Quality Partnerships, set-up, operation, evaluation

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY.....	6
2. INTRODUCTION.....	8
2.1 Background.....	8
2.2 Scope.....	8
2.3 Overview	8
3. INFORMATION COLLECTION.....	10
3.1 FQP Questionnaire for C-LIEGE Pilot Sites.....	10
3.2 C-LIEGE Monitoring Results	11
4. DESCRIPTION OF PILOT SITES FREIGHT QUALITY PARTNERSHIPS.....	12
4.1 Newcastle City	12
4.1.1 Set-up and Objectives	12
4.1.2 Composition and Structure	13
4.1.3 Funding	14
4.1.4 Operation and Management	14
4.1.5 Activities and outputs.....	15
4.1.6 Successes and failures.....	20
4.1.7 Contribution of the C-LIEGE Project	20
4.2 Leicester	21
4.2.1 General Information.....	21
4.2.2 Set-up.....	21
4.2.3 Composition and Structure	23
4.2.4 Funding	24
4.2.5 Operation and Management	24
4.2.6 Activities and outputs.....	25
4.2.7 Successes and failures.....	27
4.2.8 Contribution of the C-LIEGE Project	28
4.3 Hal Tarxien.....	28
4.3.1 General Information.....	28
4.3.2 Set-up.....	29
4.3.3 Composition and Structure	29
4.3.4 Funding	30

4.3.5	Operation and Management	30
4.3.6	Activities and outputs	30
4.3.7	Successes and failures	30
4.3.8	Contribution of the C-LIEGE Project	30
4.4	Montana	31
4.4.1	General Information	31
4.4.2	Set-up	31
4.4.3	Composition and Structure	32
4.4.4	Funding	33
4.4.5	Operation and Management	33
4.4.6	Activities and outputs	33
4.4.7	Successes and failures	33
4.4.8	Contribution of the C-LIEGE Project	34
4.5	Emilia Romagna.....	34
4.5.1	General Information	34
4.5.2	Set-up	34
4.5.3	Composition and Structure	36
4.5.4	Funding	37
4.5.5	Operation and Management	37
4.5.6	Activities and outputs	39
4.5.7	Successes and failures	40
4.5.8	Contribution of the C-LIEGE Project	41
4.6	Szczecin.....	41
4.6.1	General Information	41
4.6.2	Set-up	42
4.6.3	Composition and Structure	45
4.6.4	Funding	46
4.6.5	Operation and Management	46
4.6.6	Activities and outputs	47
4.6.7	Successes and failures	48
4.6.8	Contribution of the C-LIEGE Project	48
4.7	Stuttgart	48
4.7.1	General Information	48
4.7.2	Set-up	49

4.7.3	Composition and Structure	50
4.7.4	Funding	51
4.7.5	Operation and Management	52
4.7.6	Activities and outputs	52
4.7.7	Successes and failures	54
4.7.8	Contribution of the C-LIEGE Project	55
4.8	C-LIEGE Monitoring activity	55
4.9	Summary	57
5.	REVIEW OF PILOT SITES FREIGHT QUALITY PARTNERSHIPS.....	59
5.1	Introduction	59
5.2	Formation	59
5.3	Composition and Structure	61
5.4	Funding	63
5.5	Operation and Management.....	63
5.6	Activities and outputs	64
5.7	Challenges, failures and lessons learned	66
6.	CONCLUSIONS AND RECOMMENDATIONS.....	68
6.1	Key Outputs	68
6.2	Conclusions	68
6.3	Way Forward.....	70

1. EXECUTIVE SUMMARY

One of the key measures implemented within the context of the C-LIEGE project was the set-up and establishment of Freight Quality Partnerships (FQP) in the project's pilot sites of Montana, Emilia-Romagna, Hal Tarxien, Szczecin, and Stuttgart, as well as the re-activation of the FQP in Leicester. These actions were supported by the project partner Newcastle City Council (NCC), a leading member of the successfully operating "Tyne and Wear Freight Partnership", in terms of providing training and assistance to the newly-formed FQPs.

The scope of the present deliverable is to analyse, consolidate and present the results on the establishment of Freight Quality Partnerships in the C-Liege pilot sites. A questionnaire was prepared in order to identify the individual features of each of the partnerships and capture the views from their respective leading partners on the successes and weaknesses with regard to both setting up and operating their respective FQPs. To this end, all activities carried out for the formation of the FQPs are described in detail, together with the individual characteristics of each one in terms of objectives, composition and structure, operation and management, funding, activities and successes and failures.

An assessment of the freight partnerships is also carried out with the scope to identify key barriers, strengths, lessons learned and conditions under which an FQP may be set up and operate successfully. The assessment essentially highlights the importance of having a local authority participating (or in most cases leading) in both the establishment and operation of a partnership. In the majority of the pilot sites, the setting up of an FQP would not have been possible without the coordinating role played by the local administration. The difficulty in engaging freight and logistics operators in the initial set-up phase, as well as in securing funding are identified as the key barriers against the establishment of all newly-formed FQPs. On the other hand, one of the key factors to support the operation of a partnership is a core set of engaged and interested participants and their regular participation in FQP meetings. In addition, the most successful outputs identified for most partnerships are simple, yet effective, soft measures that assist in freight delivery rather than control it. These include mainly a Local Freight Development Plan, as well as freight maps with routes and vehicular restrictions. Finally, the importance of disseminating the partnerships' work and achievements beyond the confines of its group of participants is also highlighted. The above analysis concludes with a number of key

recommendations that can be provided for safeguarding the continuous operation of the pilot sites' FQPs, as well as depicting the conditions under which such a collaboration scheme may be successfully transferred to similar sites.

In conclusion, the above outputs and results are validated by the independent C-LIEGE monitoring activity that shows in general that all new FQPs have been either successfully established or their establishment is next to completion, with a number of them having already begun with the implementation of measures. In addition, all self-assessments carried out depict good progress and confidence in the sustainability of the partnerships in the foreseeable future.

2. INTRODUCTION

2.1 Background

One of the main activities of the C-LIEGE project was the engagement of local stakeholders for the set-up and establishment of Premium Quality Partnerships for Freight in those C-LIEGE pilot sites, where such cooperation schemes were not already in place. To this end, Freight Quality Partnerships (FQP) were set up in the pilot sites of Stuttgart, Montana, Szczecin, Emilia-Romagna, Hal Tarxien and Stuttgart. In addition, the project re-activated the operation of the existing FQP in Leicester, while the project partner Newcastle City Council (NCC), a leading member of the Tyne and Wear Freight Partnership, successfully operating over the last 5 years, provided training and support to the other six pilot sites in the establishment of FQP and the drawing up of Local Freight Development Plans.

2.2 Scope

The scope of the present deliverable is to analyse, consolidate and present the results on the establishment of Freight Quality Partnerships in the C-Liege pilots. All activities carried out for the formation of the FQP will be described, together with the individual characteristics of each FQP in terms of composition and structure, operation and management, funding, activities and successes and failures. An evaluation/ assessment of the freight partnerships will also be carried in order to provide key recommendations on barriers, strengths, lessons learned and conditions under which a FQP may be successfully transferred to similar sites.

2.3 Overview

The present document is structured as follows:

Chapter 3 describes the information collection procedure adopted for the purpose of the current analysis.

Chapter 4 presents a detailed description of the Freight Quality Partnerships in the seven C-LIEGE pilot sites.

Chapter 5 presents a review of the Freight Quality Partnerships under study.

Chapter 6 sets out conclusions and recommendations.

3. INFORMATION COLLECTION

This chapter describes the procedure followed with the aim to collect detailed information on the establishment and implementation of the Freight Quality Partnerships in the C-LIEGE pilot sites. Related input was obtained through questionnaires, specifically designed for the purpose of this task, as well as from the results of the pilot monitoring activity carried out under WP6 of the C-LIEGE project.

3.1 FQP Questionnaire for C-LIEGE Pilot Sites

A questionnaire was prepared and distributed to the pilot sites project partners, aiming at collecting detailed information on the establishment and implementation of Freight Quality Partnerships, as well as their individual features. In order to ensure that the questions covered all key aspects related to the FQPs and the C-LIEGE project's contribution, the questionnaire was divided in the following key sections:

- **General information about the FQP:** current status, whether it was established by C-LIEGE, year of establishment, etc.
- **FQP formation:** reasons for establishment, key objectives, activities carried out for establishment, drivers/challenges, C-LIEGE project contribution, etc.
- **FQP composition and structure:** FQP Members, coverage, management structure, governmental legislative and statutory status, etc.
- **FQP funding:** amount, sources of funding, private sector contribution.
- **FQP operation and management:** managerial positions and roles, City Logistic Manager, regularity of meetings, progressing of actions, actions evaluations and monitoring, etc.
- **FQP activities, successes and failures:** activities, C-LIEGE “push and pull” measures, outputs, lessons learned, successes and failures, etc.

The “FREIGHT QUALITY PARTNERSHIPS QUESTIONNAIRE for C-LIEGE PILOT SITES” is presented in Annex 1 of this report.

The questionnaires were completed by all pilot sites project partners, namely NCC, LEA-LCC, KLOK, MUS, PARAGON, MONTANA and Emilia-Romagna.

3.2 C-LIEGE Monitoring Results

In addition to the questionnaires, the current analysis makes use of the results of the three-stage monitoring activity carried out under WP6 for the FQP pilot measure in the C-LIEGE pilot sites, which provided additional valuable input with regard to the measures' performance to the time of drafting the present report.

4. DESCRIPTION OF PILOT SITES FREIGHT QUALITY PARTNERSHIPS

This chapter presents a detailed description of the set-up and operation of the Freight Quality Partnerships of the seven C-LIEGE pilot sites, as well as their individual features, in accordance with the feedback obtained from the questionnaires and the C-LIEGE monitoring activity. Initially, a description of the FQP in Newcastle is presented, since it constitutes the only FQP in the list that was already existing and operating successfully. This is followed by the FQP in Leicester, which is at the most evolved stage than the remaining five pilot ones. Finally, the FQPs established by C-LIEGE in Montana, Hal Tarxien, Emilia-Romagna, Szczecin and Stuttgart are presented.

4.1 Newcastle City

4.1.1 Set-up and Objectives

The Tyne and Wear Freight Partnership was launched in 2005 by the Tyne and Wear Local Transport Plan (LTP) Team at a consultation event held in Newcastle and has been successfully operating ever since. The setting-up of the Partnership followed a Regional Freight Study that recommended it as means of promoting sustainable freight movement and improving communications with the freight sector. It was agreed that the aim of the Freight Strategy should be 'to improve the efficiency, safety and sustainability of freight movement in the region'. There was also a consensus that the Partnership should work to a clearly defined action plan, focusing on the delivery of tangible outputs, as the way to safeguard continuous support from a cross section of organisations and not to merely become a discussion forum.

There were no specific regulations requiring the setting up of the partnership, nevertheless, this was set up within a broader policy context that included the 'Sustainable Distribution: A Strategy' (1999), as an overarching Government guidance, as well as UK's Department for Transport guidance on 'How to set up and run Freight Quality Partnerships (FQPs)' that recommended the setting up of FQPs. In Tyne and Wear, the Local Transport Plan provided the platform for the launch and development of the Freight Partnership.

The Newcastle City Council has identified that the greatest challenge in setting up the partnership was securing the involvement of a large number of operators, while its successful establishment is mainly attributed to securing an allocated budget enabling the delivery of tangible measures.

4.1.2 Composition and Structure

The partnership has no formal membership structure. There is a mailing list of approximately 200 organisations including operators, local authorities, local ports, universities and trade bodies. As an indication, those attending the latest quarterly meeting of the Partnership were representatives from the following organisations:

- Tyne & Wear LTP Team (Local Administration)
- Tyne & Wear ITA (Political framework)
- North Tyneside (Council Political framework)
- Northumberland County Council (Neighbouring local municipality)
- Aecom (Private sector)
- South Tyneside (Council Local Administration)
- CILT (Business association)
- North Tyneside (Council Local Administration)
- Nectar (Environmental organisation)
- Eddis (Transport Freight carrier)
- Sunderland (City Council Local Administration)
- Highways Agency (Public body)
- Northumbria University (University)
- Port of Tyne (Logistics operator)
- University of Newcastle (University)
- Road Haulage Association (Business association)
- Freight Transport Association (Business association)
- AG Barr (Freight carrier)
- Newcastle City Council (Local Administration)

The Tyne and Wear Freight Partnership covers the districts of Newcastle, North Tyneside, South Tyneside, Gateshead and Sunderland in the UK. Representatives from Northumberland and Durham also attend partnership meetings in order to comment on cross-boundary issues. With regard to vehicle and goods coverage, the partnership covers all types.

The FQP operates under the remit of the Tyne and Wear Local Transport Plan and is managed by the Tyne and Wear Local Transport Plan Team, based in Newcastle. The independent consultants Aecom assist in certain day-to-day organisational tasks. The partnership has no governmental legislative or statutory status and its members have not entered into any formal signed FQP Agreement. They have, however agreed recently on the Tyne and Wear Freight Partnership Terms of Reference presented in Annex II.

4.1.3 Funding

With regard to funding, 50% is provided through the Tyne and Wear Local Transport Plan, while the other 50% is contributed equally by all five districts of Tyne and Wear. The current annual budget amounts to £100,000. The partnership does not receive any financial contribution from the private sector.

4.1.4 Operation and Management

John Bourn of the Tyne and Wear Local Transport Plan Team manages the Partnership, while the independent consultants Aecom assist in a number of organisational tasks. The post of a City Logistic Manager has only recently been established.

Full Partnership meetings are held quarterly and a separate rail-freight sub-group meets twice per year. Typical attendance is approximately 20 people. An annual action plan outlines the work programme for each forthcoming year, while monthly meetings review and monitor progress against objectives. Also, a twice-yearly liaison meeting has recently been established to meet with FQPs in other large metropolitan areas in the country and share information and good practices. The first meeting was held in January 2013.

In the partnership's official Action Plan, two tasks are dedicated to Project Management and the Maintenance of the Partnership, and include the following activities:

Project Management

- Review documents prior to submission to the client for approval
- Production of power points to showcase the task outputs for the previous 3 months leading up to attendance at the quarterly partnership meeting
- Attend the Quarterly Partnership meetings
- Write monthly progress report
- Attend monthly progress meetings to discuss task progress
- On-going monitoring of tasks – budget and quality

Maintenance of the Partnership

- Monitor and maintain the truck information points in Durham Services and the DFDS ferry King of Seaways
- Maintain and update the Tyne and Wear Freight Partnership website until its migration to the new TWITA site

A study of the Partnership's outputs was carried out early in 2013. However, many of the outputs (for example, wasted journeys avoided due to use of mapping resources) are difficult to quantify and measure.

4.1.5 Activities and outputs

The official Action Plan for the year 2012-2013 (year 8 of the partnership) includes the continuation of the tasks from previous year 7, as per the following distinct tasks and related activities:

Task 2 – Individual Destination Maps

- Visit and audit the 25 mapped locations
- Check for accuracy with the collection of data for:
 - Building addresses

- Company names
- Contact details
- Update the PDF maps with any amendments
- Update website with latest version of maps

Task 3 – Interactive Maps

- Update the database to reflect any amendments to company names and buildings addresses
- Refresh the maps with the new data
- Update website with latest version of mapping

Task 4 – Other Maps

Area Master Map

- Consult with the five Local Authorities for any deviation from previous maps

Goods Vehicle Restrictions Map

- Consult with the five Local Authorities highways engineers for any changes in the restrictions
- Update database with any changes
- Refresh map
- Update website with the latest version of the map

Abnormal Roads Route Map

- Consult with the five Local Authorities for any changes
- Update map with any changes
- Update website with latest version of the map

Task 5 – Rail freight

- Analyse the data from the electronic questionnaire to ascertain what interventions can be used to promote rail freight in the North East

- Continue the successful Partner group meetings (2 meetings to be held)
- Start forming actions from the Partner Group to assist in mode shift

Task 7 – Lorry Parking Facilities

- Utilise the information from the DFT Lorry Parking Study and any other available sources to attempt to locate a suitable site for a lorry park in Tyne and Wear
- Maintain contact with Northumberland County Council regarding possible locations for a lorry parking site in the north of the region.
- Work towards developing a workable solution for off-site parking in Tyne and Wear
- Produce an editable hot spot map for HGV related crimes where users can report a crime to the administrator of the site, any information received will be verified. Many are not reported to the police however could be uploaded onto the Tyne and Wear Website as a link in the master map.

Task 8 – Promoting the Partnership

- Prepare an annual leaflet for distribution
- Set up a print run of 500 copies
- Update distribution list with accurate contact details for councillors, ITA and transport execs
- Distribute the leaflets by post to the recipients on the circulation list held by the Partnership
- Write and produce the 6 monthly e-news letter
 - LTP team to translate to Polish and German
- Issue press releases for pertinent events
- A series of presentations to interested parties (other local authorities) – the opportunity to sell them FORS

Task 9 – Tyne and Wear FORS (Further Development of 2012-2013 trial)

- Membership management – to be a TfL function during the trial

- Compliance and Audits – carried out by TfL/FTA
- Investigate possibility of FORS membership being included in procurement conditions, (focus on public service contracts).
- Marketing/Awareness raising and ongoing recruitment – look to utilise the 50 free audits
- Actively progress some members through to Silver level membership
- FORS member workshops, three times a year
- Development and launch of Tyne and Wear FORS webpage on the Partnership website

Task 10 – Safety of Vulnerable Users

- A campaign to raise awareness of cycle safety technology for HGVs
- A webpage created to showcase benefits of technology and what type of products are available for operators
- Creation of packs for use by operators internally and for others highlighting the issues associated with HGVs and cycle safety – potentially work with other organisations who present on cycle safety in general (those who give presentations in schools and businesses)
- Participate in a meeting involving cycling groups and operators. Seek sponsorship from equipment suppliers to showcase cycle safety technology at the meeting.
- Secure buy in from an operator to voluntarily supply vehicles (with equipment already fitted)
- Also address other identified groups of vulnerable users (from accident records) – pedestrians and motorcyclists.

Task 11 – Containerised Cargo Carbon Calculator

- Following the presentation of the tool to the Rail Partner group, make amendments to the tool from comments received
- Promote the tool to the road and rail industry through the Partnership website and press releases
- Update the rail freight webpage with the details of the calculator

- Update contact details on the tool
- Include more non container handling locations.

Task 12 – Sign Design for Washington Industrial Estates

- Design the signs recommended from the previous signing strategy
- Provide the cost to manufacture and erect the signs
- Consult with Sunderland City Council for acceptance of the sign design concepts

With regard to the “push and pull” measures recorded by the C-LIEGE project, the FQP has already addressed the majority of them, as presented in Table 4.1.

Table 4.1- C-LIEGE push and pull measures addressed by NCC FQP

C-LIEGE PUSH AND PULL MEASURES	
Freight Map for appropriate routes and vehicular restrictions	In place
Sign posting freight routes	Partnership has previously assisted local authorities with advice on signage and design for freight routes. Actual installation of signs is the responsibility of local authorities
Re-routing of freight traffic	Partnership has previously assisted local authorities with advice on signage and design for freight routes. Actual installation of signs is the responsibility of local authorities
Ad-hoc-routes for freight traffic	Partnership has previously assisted local authorities with advice on signage and design for freight routes. Actual installation of signs is the responsibility of local authorities
Electric goods delivery by shared van	Under consideration for the University of Newcastle but not directly influenced by the Partnership
Freight Operators Recognition Scheme (FORS)	In place
Promotion campaigns for sustainable freight transport	Promoted via the website
Allocation of additional freight loading/unloading spaces	Partnership has previously assisted local authorities with advice on loading and unloading issues
Containerised Cargo Carbon Calculator	In place
Local Freight Development Plan	In place

The partnership also aims at the following two additional medium-long term measures:

- Project to address the concerns of vulnerable road users (especially cyclists) in relation to Heavy Goods Vehicles
- Research into the effects of longer semi-trailers

One of the key outputs of the partnership constitutes the Local Freight Development Plan and the advisory freight routes maps. Other outputs include promotional material, such as brochures, newsletters and a promotional DVD, the partnerships' dedicated website, as well as maps, and good practices information. In addition, several workshops and seminars have been organised, while the partnership has also carried out a number of feasibility/evaluation studies.

4.1.6 Successes and failures

The most important actions and outputs of the partnership are considered to be the mapping of advisory freight routes to key freight destinations in Tyne and Wear, which, together with the work on signage and loading/unloading, has made a significant difference for the city in terms of rendering 'last-mile' deliveries more effective and reducing wasted journeys.

The only failure noted was the difficulty in securing "buy-in" from a large number of operators due to their commitments and workload/budgetary pressures (especially in the present fiscal environment).

Finally, the most important lesson learned is the need to have an adequate budget to enable the delivery of tangible measures, so that positive progress can be reported at the meetings demonstrating, in this way, that the Partnership is not just a "talking shop". It is important that those attending feel that the Partnership is moving forward pro-actively and provides added value to participants.

4.1.7 Contribution of the C-LIEGE Project

The C-LIEGE project did not contribute to the establishment or operation of the FQP, since it was established well before the project's initiation. Nevertheless, NCC project partners provided through their extensive expertise valuable insight and guidance for the formation of FQPs in the other C-LIEGE pilot sites.

4.2 Leicester

4.2.1 General Information

The Leicester and Leicestershire Freight Quality Partnership was set up by the Leicester City Council in 2000 to meet to a certain degree the needs for effective freight distribution of the city, which is at a strategic location in the UK, between two major motorways and with one of the largest distribution centres in the country at a distance of 40 km.

The Partnership seeks to understand the problems and issues relating to freight movements in Leicester and Leicestershire, and by working together, deliver solutions to the freight industry of the region. More specifically, it has the following objectives:

- Economic regeneration
- Make the distribution of goods more efficient
- Make better use of the existing transport infrastructure
- Minimize pollution and reduce greenhouse gas emissions, noise and disturbance from freight movements
- Reduce accidents and cases of ill health associated with freight movements
- Improve public awareness of freight issues
- Ease congestion
- Represent views of the sector to higher authorities
- Establish partnership working between key stakeholders

The forum allows consultation on how public funds are spent and offers a valuable opportunity to feed in views into consultations. The group also allows close collaboration with the rail and air freight industry and neighbouring local authorities, the police and UK's Highways Agency.

4.2.2 Set-up

The FQP has been recently re-activated through the council's participation in the C-LIEGE project. The latter was achieved through a series of targeted actions. As a first step, a meeting was held with Leicester City Council's Transport team to ascertain their willingness

and commitment to restart the FQP. Subsequently, a series of unofficial meetings were held with stakeholders in order to inform them about the re-start and encourage them to participate in the partnership's first official meeting. These discussions offered also the opportunity to explore the stakeholder's needs. By popular demand, the first FQP meeting was held at the Traffic Control Centre, a central and accessible location. The attendance was, however, low. Ever since, the Council has made several attempts to target more organisations either by telephone or through personal meetings, with the scope to encourage their attendance to the FQP meetings.

The FQP has an Action Plan, which is based on the Local Transport Plan for 2006-2011. In order to enhance the attractiveness of the FQP, the Council publishes the meetings' agendas and details as far in advance as possible, aiming to present different speakers each month. Also, at each meeting, participating members are asked on what they would find interesting. A high level representation from the local authorities is sought after, in order to ensure that the Partnership's voice is taken forward.

There is no regional requirement for an FQP, however, there is related best practice guidance from the UK's Department of Transport.

The Leicester City Council has identified the following key drivers that contributed to the successful re-start of the partnership:

- Being led by the local authority
- A firm commitment by key stakeholders; e.g. local authority, Highways Agency etc.
- Support from the C-Liege project
- Regular meetings with good speakers
- Diverse membership

Despite the above, the greatest challenge in establishing the partnership has been securing the involvement of the private sector, whose engagement was potentially hindered by the following factors:

- Lack of time to attend meetings

- Feeling that they are already represented by organizations such as the Road Haulage Association or Chamber of Commerce
- Fear that they will be instructed to change the way they operate

Adding to the above, a key challenge has been the lack of funding for measures, which could make the FQP appear as solely a “talking shop”.

4.2.3 Composition and Structure

The Leicester and Leicestershire Freight Quality Partnership has the following members:

1. Leicester City Council (Local Authority)
2. Leicestershire County Council (Local Authority)
3. Road Haulage Association (Network Association)
4. Federation of Small Businesses (Business Association)
5. Leicestershire Chamber of Commerce (Business Association)
6. Highways Agency (Governmental)
7. Network Rail (Private Sector)
8. Environment Group (Lobbying Group)
9. Leicestershire Police (Public Authority)
10. Freight Transport Association (Business Association)
11. British Waterways (Network Association)
12. Midland Quarry Products (Company)
13. Carbon Action Network (National Association)
14. Leicester Energy Agency (Energy/Environmental)
15. East Midlands Airport (Airport)
16. Secure Lorry Parks (Company)
17. G Step (Research Body)
18. Leicester University (Educational)
19. The Highcross Shopping Centre (Commercial)
20. Leicester Markets (Commercial)
21. The ISSUE Project (Project)
22. De Montfort University (Educational)

23. LLEP (Economic partnership)

It covers predominantly the Leicester City and Leicestershire County, but could also further expand on a regional level, if required on specific issues. It also covers all types of vehicles and goods.

The partnership's management is headed by the Chair, who is Head of Service within the Local Authority and responsible to the Political member/committee for Transport, supported by a Transport Strategy Officer. Any change or feedback needs to be formally taken back to the Local Authority (if it is associated with the Local Transport Plan or Local Authority led work). Other representatives from the FQP can take issues forward to other bodies, if this has been agreed at FQP meetings.

The FQP has no remit to change but can influence and consult. It is a recognized body, but does not have any legal entity or status to enter into any agreements. This is because the FQP cannot bind any of its members, since there is no formal FQP agreement, nor articles of association, constitution or terms of reference. There is also no future plan to draw such an agreement.

4.2.4 Funding

The FQP in Leicester receives no funding or financial support. This is the reason why the C-Liege project has been crucial in supporting the meetings and the FQP.

4.2.5 Operation and Management

The Chair is Head of Service within the Local Authority and is responsible to the Political member/committee for Transport. His role is to chair the meetings and take any issues forward to the politicians/appropriate boards. He is supported by a Transport Strategy Officer. Their responsibilities are to organize the meetings, take minutes, follow up any action points, maintain the website, encourage members to attend, track the action plan, invite speakers, etc.

No City Logistics Manager will be separately established as the Council is in the current period of austerity measures in a recruitment freeze and no new positions can be created.

The role of the CLM will be added into the existing role of the Head of Service for Transport (Chair of FQP), as agreed by all FQP Members.

Partnership meetings are held every quarter, with an average attendance of 18 people.

There is an action plan, which is updated at every meeting, usually set at the beginning of the financial year to coincide with budget agendas. Other needs that arise throughout the year are also included, such as the “Connecting Leicester” strategy that came in place after the finding of King Richard III in the city centre. These are reported at each subsequent meeting. There are also cases where key officers are invited to update on specific issues or subgroups are formed to respond to specific consultations.

With regard to post-evaluation procedures of measuring outputs against FQP set objectives, the main indicators used are the ones set in the Local Transport Plan (LTP), from which resources are also allocated from. The LTP is an official document and the authority is held to account over it. Other types of evaluation are also carried out on a not so formal basis, i.e the effectiveness of certain measures and response to consultations, as required by law/funders.

Finally, the Leicester FQP is in contact and supports other local FQPs, in terms of providing advice on speakers, knowledge on issues, sharing best practices, etc. A representative from the Tyne and Wear FQP has also been invited to speak at their next meeting.

4.2.6 Activities and outputs

Table 4.2 presents the past and current activities of the partnership, while Table 4.3, the “push and pull” measures recorded by the C-LIEGE project that have been addressed.

One of the key outputs of the partnership constitutes the Local Freight Plan and the advisory freight routes maps. Other outputs include promotional material, such as bi- annual newsletters and the partnerships’ dedicated website.

Table 4.2- Leicester FQP activities

Activity	Description
Consultation	Responding to the consultation on Connecting Leicester and Jubilee Square
Data collection/ survey	Survey was conducted by the FQP on freight delivery and collection and driver collection and delivery.
Information provision (maps, guides, etc)	Freight map and downloadable map
Feasibility/evaluation studies	Feasibility study on low emission zones in Leicester (ongoing).
Soft measures implementation	Signage, loading bay restrictions, directions work
Policy design	Feeding into the Local Transport Plans

Table 4.3- C-LIEGE push and pull measures addressed by Leicester FQP

C-LIEGE PUSH AND PULL MEASURES	
Downloadable freight map	Free downloadable map for freight operators, which allows the driver to select the best route on entering the vehicles stats. It also has information on rest areas. It is downloadable to a mobile phone application.
Low emission zones	Secured funding from the Dept of Environment, Food and Rural Affairs to carry out a feasibility study into low emission zones in the city.
Sign posting freight routes	As part of the Local Transport Plan, the FQP is bound to install signage to the Faircharm and Bursom Industrial estates in the city.
Web promotion of Sustainable City Logistics	The FQP has set up a web page on the Leicester City Council webpage with links from the Leicestershire County Council web page. The site is updated regularly with information on minutes, newsletters, etc.
Eco-driver Training	The training is offered by the Council through funding secured from ROSPA and is specifically for businesses.
Local Freight Development Plan	Local Transport Plan

In addition to the above, the partnership aims at the following medium-long term measures:

- Investigate potential for overnight lorry parking
- Promotion of the work of the FQP – eg newsletter, web
- Linkages with the ISSUE project

4.2.7 Successes and failures

The most important actions and outputs of the partnership are considered to be the following:

- Providing a platform for discussion
- Regular meetings with good speakers
- Securing the funding from DEFRA
- Creating the free map – the first of its kind
- Better promotion – web, newsletter etc

The above have largely contributed to making a difference in the urban freight distribution of the city in terms of:

- Better route planning (less congestion and harmful emissions)
- Planning for better solutions – i.e. getting things right the first time allows for good planning and meeting everyone's needs
- Allows discussion/collaboration of the relevant stakeholders
- Achieve recognition and commitment
- Other Public agencies engaging better with the FQP

The challenges faced were getting more private sector companies to attend the meetings, obtaining the commitment of the local airport, and getting actions delivered, since these are often within the remit of the City Mayor. The above have contributed to the failures to recruit new businesses to attend, including TNT to attend and speak about their electric van used for distribution in the City Centre.

Finally, the key factors that may influence success or failure were identified as being:

- Power of the group e.g. political and financial as well as power to do things
- Marketing – getting in the big players
- Regularity of meetings
- Showing action
- Recognition from peers
- Numbers of members

4.2.8 Contribution of the C-LIEGE Project

The C-LIEGE project played a vital role in the re-establishment of the Leicester and Leicestershire Freight Quality Partnership, by primarily providing the resources to host the FQP meetings and the required additional support for their realization. In addition, the project activities, particularly the pilot implementations of the other C-LIEGE sites offered Leicester the opportunity to learn from similar initiatives and establish links and networking channels with the other FQPs, such as the successful Newcastle Freight Quality Partnership. In conclusion, the European character and appeal of the project has significantly enhanced the attractiveness of the partnership, while it has also given it a platform to disseminate on an international level both the work of the Partnership, as well as that of the Leicester City in general.

4.3 Hal Tarxien

4.3.1 General Information

The Freight Quality Partnership in Hal Tarxien, Malta, was established directly by the C-LIEGE Project, in order to create a forum whereby different stakeholders can discuss freight transport issues. The FQP was, therefore, initiated in 2013 by Paragon Europe, a C-LIEGE Project Partner (in collaboration with the Hal Tarxien Local Council), with the primary objectives to contribute to better management of freight transport and to draft measures towards the reduction of CO₂ emissions (from both light and heavy vehicles). Further objectives are expected to be identified in due course for the FQP to assume a more concrete role.

The increase in pollution and congestion caused by traffic were the catalysts for establishing the FQP. Indeed, the FQP is the first type of forum, which will allow different actors to discuss transport management and address the above dire impacts. Most importantly, the FQP would allow for the implementation of soft measures, which do not require approval by Transport Malta, the Authority dealing with transport management in Malta.

4.3.2 Set-up

The local council of Hal Tarxien invited different stakeholders to join the FQP. The stakeholders were selected according to their expertise on urban freight transport. Paragon received guidance for the content of the FQP Agreement from the Leicester Energy Agency. An official ceremony for the stakeholders was held on the 1st of March 2013, whereby six members signed on the FQP.

The main obstacles met in forming the FQP were the identification of the participating relevant stakeholders, as well as the creation of an agreement, which commits stakeholders to the partnership. To this end, the FQP agreement is a non-binding one, stating that '*this letter of intent is intended to serve only as an expression of the parties intent and not as a binding obligation and the parties are free to leave the Freight Quality Partnership at any time.*'

The FQP has only just been established, and it is foreseen that more members will be included, such as the councillor responsible for transport management in Hal Tarxien, and other relevant stakeholders. An action plan consisting of the objectives and activities for the FQP will also be drafted within year 2013.

4.3.3 Composition and Structure

The following six organisations are members of the FQP, which have signed a formal non-binding FQP Agreement:

- 1) Hal Tarxien Mayor on behalf of Tarxien Local Council (Local administration)
- 2) Hal Tarxien councillor on behalf of Tarxien Local Council (Local administration)
- 3) Paragon Europe – lead partner in Malta for C-Liege (Private actor)
- 4) EuroFreight Services – Maltese cargo operator (Private actor)
- 5) GRTU - Malta's national organisation of independent private businesses (Association)
- 6) Local warden – wardens are responsible for implementing regulations, amongst which traffic (Local administration)

The FQP is currently confined mostly to Hal Tarxien. Nevertheless, it is foreseen to extend the geographical coverage of the partnership in order to allow for stakeholders to propose transport measures for other neighbouring areas. The partnership also covers both HGV and LGV and consumer and manufactured goods.

4.3.4 Funding

Since the FQP is based on a voluntary agreement, there are no funding sources.

4.3.5 Operation and Management

The partnership has currently no official management structure, however, a City Logistics Manager will be appointed together with related role and responsibilities.

4.3.6 Activities and outputs

The Partnership (at the time of drafting the present report) is still at a very early stage of its operation, and therefore, in the process of identifying actions and expected outputs, as well as related evaluation and monitoring procedures that will be put in place.

4.3.7 Successes and failures

No successes/failures have been recorded yet.

4.3.8 Contribution of the C-LIEGE Project

The C-LIEGE project has been the sole driver behind the establishment of the Hal-Tarxien Freight Quality Partnership. C-LIEGE Project Partner Paragon Europe lead the initiation procedures in collaboration with the Hal Tarxien Local Council, in terms of sourcing and inviting FQP members, organizing the inaugural meeting and drafting the agreement to be signed by the first members of the Hal-Tarxien FQP.

4.4 Montana

4.4.1 General Information

The Freight Quality Partnership in Montana is also a direct outcome of the C-LIEGE project and the procedure for its set-up is presently at the planning stage. It is envisaged that it will be officially established at the fourth round table of the C-LIEGE project within year 2013. The Montana Municipality has taken the lead in establishing the partnership in order to fulfil the following objectives:

- reduce traffic during peak hours in the city centre
- reduce exhaust and noise caused by freight vehicles
- reduce fuel consumption of freight vehicles and increase their energy efficiency

In addition, in accordance with the elaboration of the C-LIEGE's activities, the partnership was instigated to involve and better coordinate stakeholders in the implementation of the C-LIEGE measures, and also to develop a Local Freight Delivery Plan (LFDP).

4.4.2 Set-up

Relevant stakeholders were initially invited to attend the C-LIEGE Roundtables, where discussions were held to clarify the problems and identify the needs with regard to the urban freight transport in Montana. In addition, soft measures that can and should be applied in Montana to achieve the objectives of the C-LIEGE project were identified in collaboration with the stakeholders. These also declared their wish to create a plan for future actions for the development of C-LIEGE measures and the establishment of a local strategy (as a basis) to achieve an efficient urban freight transport in Montana.

The Municipality of Montana has established an interdepartmental Commission responsible for the Organization and Safety of the traffic in Montana. This Commission is envisaged to be the founding basis for the establishment of the Montana FQP, since several issues related to urban freight transport are discussed during its meetings. In addition, most of its members are invited as stakeholders in the C-LIEGE project.

The main challenge faced in the set up of the Montana FQP was the difficulty in identifying the right stakeholders with regard to urban freight transport at the beginning of the C-LIEGE project. Nevertheless, with the progressing of the project's elaboration together with the results of the Roundtables' discussions, the list of FQP members selected will guarantee the successful implementation and sustainability of future activities.

4.4.3 Composition and Structure

The Montana FQP has not yet been established, however, it is foreseen that a minimum of 8 members will participate. The list of potential future members considered is the following:

- Municipality of Montana (Local administration)
- Regional Inspectorate of Environment and Water (Regional administration)
- Traffic police department (Regional administration)
- Executive Agency Automobile Administration, Office Montana (State administration)
- Driving instructor (Regional administration)
- Montpress (Local media)
- Mont 7 Holding Company (Local media)
- Montana AT Ltd (Freight Carriers)
- Emo 91 LtD (Retailer)

The FQP of the Montana Municipality will focus on discussing and solving transport problems within the boundaries of the city and for smaller vehicles, as the access to the centre of Montana for freight vehicles over 3.5 tones is forbidden. The main types of goods that will be considered will be fresh food and consumers goods, and to a lesser extent manufactured goods.

The Municipality of Montana will assume a leading post with regard to FQP operation and will implement the functions of a commission. There is not yet a signed FQP agreement, nevertheless, the other members will have equal rights in terms of making proposals for solving specific problems related to urban freight transport. The proposals will first be discussed and then approved unanimously.

4.4.4 Funding

The main funding for FQP Montana Municipality will originate from the municipal budget and requests will depend on the activities to be implemented. No private sector funding is expected.

4.4.5 Operation and Management

The partnership has currently no official management structure, and a City Logistics Manager has not been appointed yet. With regard to monitoring procedures, it is foreseen that this will be the responsibility of the Interdepartmental Commission regarding the traffic safety in Montana Municipality.

4.4.6 Activities and outputs

Although the partnership has not been officially established yet, consultation and discussions have already been carried out during the Roundtables organised within the framework of the C-LIEGE project. Also within the C-LIEGE project, the implementation of the following measures commenced in March 2013:

- Introduction of differentiated fees for loading / uploading
- Time window restrictions
- Freight map for appropriate routes and vehicular restrictions

Based on the above, the partnership is expected to contribute to the implementation of the above measures. The plan to draft an LFDP is also within the medium-term objectives of the partnership. Other outputs foreseen are promotional material and advertising campaigns, good practice information and the organisation of workshops/seminars.

4.4.7 Successes and failures

No successes/failures have been recorded yet.

4.4.8 Contribution of the C-LIEGE Project

The C-LIEGE project has been the driver behind the establishment of the Montana Freight Quality Partnership by initially providing the platform to invite related stakeholders to attend the project's Roundtables, where they had the opportunity to agree on setting up and participating actively in the Montana FQP.

4.5 Emilia Romagna

4.5.1 General Information

Emilia-Romagna Region (RER) took the lead in establishing a Freight Quality Partnership in 2013, whose scope is to harmonize city logistics regulations on a regional scale and, more particularly, to draft and adopt consensus for a Local Freight Development Plan of harmonized (vertical) measures concerning time windows and access restrictions. The FQP was formally established in April 2013, however, its operation essentially started with the first meeting held in January 2013, setting out to meet the following key needs:

- favouring the use of less polluting and more energy efficient vehicles by operators by harmonizing city logistics rules
- simplifying city logistics regulations on a regional scale to assist operators.

4.5.2 Set-up

The FQP was set up on the background of the policy contents of the Emilia-Romagna Air Quality Agreement and of the Emilia-Romagna Integrated Regional Transport Plan, with the C-LIEGE project playing an instrumental role in instigating procedures by bringing together all Municipalities of the region.

Based on the Air Quality Agreements 2012-2015 of Emilia-Romagna involving the Region, the Provinces and the main Municipalities, the Institute for Transport and Logistics (ITL) obtained the commitment of the Emilia-Romagna Transport Ministry to activate within the framework of the C-LIEGE project a working group (FQP), aimed at the harmonization of the city logistics rules in Emilia-Romagna. The Emilia-Romagna Region (RER) Transport

Minister signed a C-LIEGE letter, confirming that C-LIEGE supports the harmonization of city logistics rules of Emilia-Romagna (September 2012) and activating the pilot project activities. In addition, the FQP was further enhanced by the Regional Electric Mobility Plan, which constitutes the development of agreements with Municipalities in order to harmonize the rules of access to city centres for electric vehicles (including freight vehicles).

In accordance with the work developed under the C-LIEGE technical activities, ITL and RER selected the specific measures to be implemented in the Emilia-Romagna region, and subsequently secured the involvement of all the main Municipalities.

The first key issue dealt with was that of establishing a sound base for public-public cooperation among the Region and the different Municipalities in order to harmonize rules. There was not a merit principle for selecting members, as the objective was to involve as many Municipalities of the region as possible. The harmonization is already by itself a significant challenge; a “public entry point” was, therefore, chosen, as the immediate and direct involvement of operators in the process would have made the working context too complex with the risk of not achieving expected results. Final measures and LFDP are foreseen to be shared with logistics and business operators.

The detailed action plan for the FQP establishment and activities is presented in Figure 4.1.

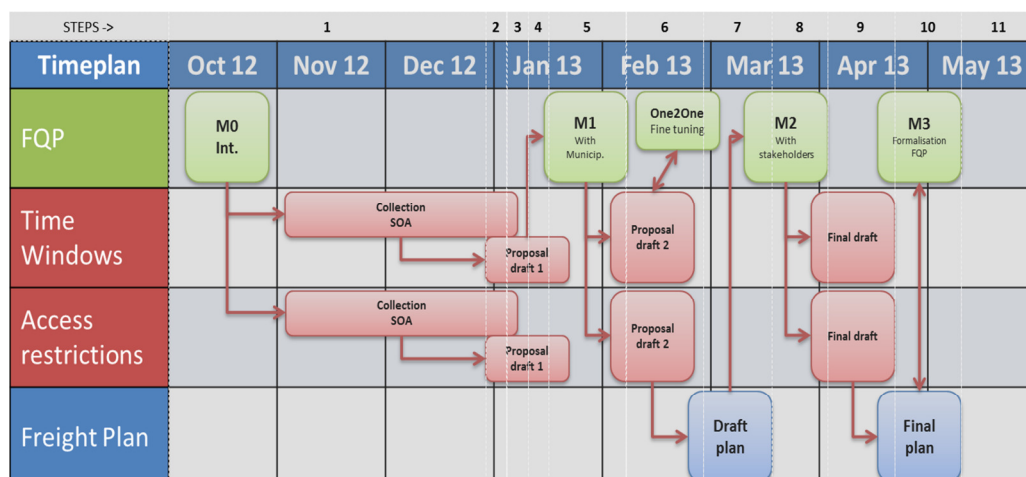


Figure 4.1-Emilia Romagna FQP Work Plan

The above Action Plan was successfully implemented.

The main challenge faced was that each city had its own problems and history on city logistics measures, bringing thus its individual special needs to the regional FQP table. Therefore, the key challenge during FQP meetings was that of reaching a (draft) agreement among Municipalities on the specific technical details for harmonized time windows and access restrictions measures. Nevertheless, such obstacles were overcome through:

- sound technical work carried out by ITL in analyzing all the different city logistics regulations and direct contacts with each single Municipality
- the leadership of Emilia-Romagna Region, which eased consensus.
- sound cooperation among Municipalities and Region in city logistics.

4.5.3 Composition and Structure

At present, the FQP has the following 11 Members, all local administrations:

- Bologna Municipality
- Cesena Municipality
- Ferrara Municipality
- Forli Municipality
- Imola Municipality
- Modena Municipality
- Parma Municipality
- Piacenza Municipality
- Ravenna Municipality
- Regione Emilia Romagna
- Rimini Municipality

Although the FQP membership was primarily targeted at public authorities, the involvement of private actors (associations in particular) is currently ongoing.

The FQP covers the entire Emilia-Romagna Region, which, given its considerable size and different governance, is both a key success and challenge for the project. It also covers all vehicle categories by means of access restrictions and permissions (in the LFDP) based on

Euro categories of emissions. In particular, the LFDP indicates the minimum time windows of access to Limited traffic Zones (LTZ) for minimum EURO 4 & Methane / LPG (+ for Electric vehicles access h24). It also covers all goods with reference to freight distribution vehicles under 3,5 tons, as third party.

The FQP does not require any governmental legislative or statutory status and is managed and operated by Emilia-Romagna Region in cooperation with ITL technical support, while all participating municipalities are equally represented in the Region. The decisions are, therefore, joint. Since the FQP was established on the willingness of the participating bodies, it has a technical remit to introduce changes in city logistics rules, while the political remit remains with the individual Municipalities.

The Programme Agreement 2012-2015 for Air Quality was signed in July 2012 with the following objectives:

- Harmonization of the rules of access to urban centers of electric vehicles and the development of regulations for city logistics (art. 4);
- Regional platform to coordinate the rules of access to urban centers and to LTZ for freight vehicles (art. 8).

Based on the above agreement, the FQP could be established formally at a dedicated meeting without the specific signing of an Agreement, but only through the signing of participation to the meeting.

4.5.4 Funding

No additional funding is required, as the FQP is self-funded by the work of its participants.

4.5.5 Operation and Management

The FQP is managed by the Emilia-Romagna Region and in particular by:

- The General Director for infrastructural network logistics and mobility systems of the Region, who chairs the FQP and supervises its development.

- The manager of the General Direction dealing with City logistics on a more daily basis.

In addition, ITL supports the FQP daily activities.

It is foreseen that a City Logistic Manager (CLM) will be established by Emilia-Romagna Region in June 2013, to act as chair and driving force behind the FQP.

As planned by the C-LIEGE project, regular FQP meetings take place targeted at the city logistics rules harmonization. At the time of drafting this report, 4 meetings have already been realised, while a future one is scheduled for June 2013. The attendance of the meetings was as follows:

- 1st meeting: 18 attendants
- 2nd meeting: 17 attendants
- 3rd meeting: 13 attendants
- 4th meeting: 20 attendants

The regular progressing of FQP actions includes the realisation of frequent meetings and the technical work carried out in-between. The starting point was a detailed technical analysis of city logistics regulations of all main Emilia-Romagna Municipalities, followed by the preparation of technical documents to be discussed with the Municipalities. The LFDP progressed based on the outcomes of the FQP meetings accompanied by technical work on access restrictions and time windows harmonization. Moreover, the work of the FQP has identified new needs, such as the one of harmonizing the procedures for requesting permissions for LTZ access from the Municipalities, in terms of both documents and administrative procedures simplification.

With regard to post-evaluation procedures, the indicators developed by the C-LIEGE initial monitoring activity have been employed:

- Participation of stakeholders to meetings compared to the magnitude of the foreseen participants (participation of main cities)
- Number of meetings of FQP held versus meetings planned

- Number of harmonization documents versions (showing progress of the technical work discussed at the FQP meetings)
- One review of existing local city logistics measures and rules (data on single cities) collected

Finally, the Emilia Romagna FQP is in direct contact with the FQPs of the other pilot sites of the C-LIEGE project.

4.5.6 Activities and outputs

Table 4.4 presents in detail the current activities of the partnership.

Table 4.4- Emilia Romagna FQP activities

Activity	Description
Consultation	FQP served the purpose of consultation with stakeholders (in particular Municipalities) concerning the definition of the LFDP and the relevant harmonized vertical measures.
Data collection/ survey	A detailed data and information collection took place concerning the present city logistics regulations of all the main Municipalities in Emilia-Romagna (time windows / vehicles categories, access permissions types), analysis of the regional state of the art of urban freight distribution, demand analysis check on delivery time for specific supply chains.
Information provision (maps, guides, etc)	All the technical data elaborated were provided to the FQP participants.
Feasibility/evaluation studies	The harmonization of city logistics regulations was evaluated by the FQP.
Soft measures implementation	Implementation of the vertical measures of time windows and access restrictions / permissions, which are integrated into the LFDP.
Policy design	LFDP is the result of the FQP activities (and of the additional technical work of C-LIEGE), with regard to a regional policy of harmonization of city logistics regulations.
Concertation and consensus building	Consensus was built at technical level on the main elements of harmonization and on future cooperation as a first step. Further consensus was reached on a more detailed level concerning harmonized, as well as on the final text of the LFDP. A strong concertation exercise took place to match the needs of the different Municipalities.
Organisation of Seminars, workshops, conferences	Four meetings of the FQP held One more meeting is planned for June 2013.

The FQP addressed three key “push and pull” measures, as these have been recorded by the C-LIEGE project, namely a combination of the vertical measures of time windows and access restrictions for polluting freight vehicles, and the drafting of a Local Freight Development Plan. The FQP provided the technical specifications of the harmonized time windows restrictions and access restrictions / permissions for third party freight vehicles under 3.5 tons in LTZ. The LFDP, which was proposed for signature to all the main Municipalities of Emilia-Romagna, includes the plan with harmonized time window restrictions and access restrictions / permissions for polluting freight vehicles, foreseen to be politically adopted by the Municipalities. The LFDP constitutes essentially the policy implication of the FQP. A potential future interesting step might include the harmonization of types of access permissions to LTZ. Also, FQP members indicated that in the near future further work on own account transport is to be carried out (given that the LFDP is targeted at third party operators).

4.5.7 Successes and failures

The most important successful output of the partnership is considered to be the LFDP on harmonized city logistics rules for a region of 4 million inhabitants, with the FQP involving at present 10 main Municipalities and the Regional Government. The latter can be attributed to the detailed technical analysis carried out and the driving force of the Emilia-Romagna Region.

In addition, the establishment of the FQP offered the opportunity to representatives from all Municipalities of the region to sit at the same table and discuss the future city logistics measures by proposing administrative simplifications and rules fostering the use of less polluting and more energy efficient vehicles. These measures are included in the LFDP. The innovative element, therefore, which is also expected to make a significant difference in the urban freight distribution of the area, is the regional scale of harmonized city logistics rules, given the challenge of the prevalence of the individual needs of each single local authority.

The most important lessons learned in setting up and running the Emilia Romagna FQP was the significance of group dynamics, and more precisely, the necessity of having a leader to drive discussions, as well as the entire process. The governance of a crowded group of

public authorities must be based on interaction, but also on leadership (as was in the pilot case of the Region). The risk was that each stakeholder defined expected results, which could not be feasible. In the case of the harmonization of rules on city logistics, the latter concerned the level of harmonization. Setting too ambitious goals would have endangered a clear and tangible result: as each Municipality had its own traits and a lot of work to do to improve city logistics regulations, the objective was that of a joint common denominator of rules, with the target not to harmonise all rules on a regional scale, but to define a common rule, which would push operators to shift towards the use of less polluting and more energy saving fleets, by allowing standard minimum time windows and access permissions to more efficient vehicles.

Based on the above, this level of public-public cooperation activated could be considered as a good practice and could be transferable in other regions, where there is a need to coordinate local authorities in the establishment of city logistics rules and regulations. The issue of simplifying administrative procedures can also be considered as a good practice, as operators have minimum standardized rules for cities' access.

4.5.8 Contribution of the C-LIEGE Project

The C-LIEGE project played an instrumental role in the establishment of the FQP, particularly with regard to setting the conditions for bringing together the different Municipalities of the Emilia Romagna region.

4.6 Szczecin

4.6.1 General Information

The Maritime University of Szczecin (MUS), Faculty of Transport Economics and Engineering (C-LIEGE project partner), has taken the lead in setting up a Freight Quality Partnership in Szczecin within the framework of the C-LIEGE project. The FQP is currently in the planning stage and is expected to be officially established within years 2013-2014.

The partnership is established to cater for the identified local needs, such as the improvement of the efficiency of goods distribution and balance of UFT users needs, air

quality improvement through reduction of UFT emissions, improvement of quality of life by minimizing the impact of the vibrations, noise and the improvement of health and safety by reducing the number of injuries due to UFT vehicles movement.

In light of the above, the FQP's set objectives are the following:

- analysis of freight vehicles traffic within the area of Szczecin, in order to determine the degree of impact on freight transport and identify most important issues
- dissemination of best practices of environmentally friendly and efficient delivery of goods in cities
- promotion of alternative methods of distribution of goods in the city area
- promotion the actions to improve the safety on the city roads, especially for pedestrians and cyclists
- provision of specialized information on the current road situation in the city (e.g. road maps, optimal routes for trucks etc.)
- support for research in the area of innovative measures for urban freight transport systems
- joint ventures initiatives and projects that enable the implementation of selected solutions, as well as their maintenance and development.

4.6.2 Set-up

The key idea behind the establishment of the FQP for Szczecin was the involvement of stakeholders from the Szczecin Metropolitan Area. The activities commenced with a visit of MUS to Newcastle in order to liaise with representatives of the Tyne and Wear Freight Partnership (October 2012), organised by the C-LIEGE project. More specifically, the objectives of this visit were the following:

- meeting with University of Newcastle to discuss Transport Newcastle and Newrail freight research work.
- discussion with regard to Newcastle traffic management and freight transport policy
- meeting with Aecom regarding the work and operation of the Tyne and Wear Freight Partnership with the scope to obtain suggestions for implementation in Szczecin

- analysis of the possibility of utilization of selected good practices in Szczecin

The meeting provided valuable assistance in terms of estimating the potential costs of the operation of an FQP. Also, based on information obtained from Newcastle, a new project proposal termed GRASS (GReen And Sustainable freight transport Systems in cities) was prepared. This new project is the result of C-LIEGE round table meetings. Its proposal was prepared during the discussions with stakeholders and in accordance with their expectations. The main idea behind GRASS is to continue the activities begun in Szczecin under C-LIEGE, such as the management of the FQP and the implementation of soft measures (freight map, web service for freight drives). Also, the new project is expected to carry out ex-post evaluation through surveys of the joint activities in Szczecin. With regard to the Szczecin FQP, a survey is planned during the first stage of FQP establishment under the GRASS project realization, while a dedicated Work Package of the GRASS project, entitled “*Joint and cooperative activities for environmental friendly UFT in Szczecin*”, will aim at the involvement of stakeholders and the establishment of the platform for cooperation and knowledge sharing, ie the FQP.

Apart from the above, the major actions required for engaging stakeholders were face-to-face meetings and promotion during related conferences, namely the International Conference Transcomp (December 2012), the Baltic Business Forum (April 2012), and the conference of Stargard Szczecinski transport Cluster (February 2013). The selection of FQP members was mainly based on suggestions originating from the work of the C-LIEGE project.

An action plan has also been prepared with following activities and related timeframe:

- Goal setting – October 2012
- Assumptions for LFDP for Szczecin – November 2012
- Signing of Letters of Interest – 29th of November 2012
- Submission of new project proposal – 30th of November 2012
- Beginning of project GRASS – 1st of June 2013
- Establishment of FQP in Szczecin – July 2013
- The analysis of the function of UFT system and inception report– January 2014

- Establishment of the web site for the drivers – August 2013
- Beginning of regular meetings – December 2013
- Beginning of the regular surveys – February 2014

There are not any regional policies or regulations regarding the FQP. In accordance with Polish law, an FQP (the Act of Polish Parliament on public-private partnership) is not classified as a typical Private Public Partnership (PPP). The future basis of FQP functioning will be the Local Freight Development Plan, prepared within the C-LIEGE project and developed under the GRASS project.

The only regulation, which could enhance the creation of the FQP is the Strategy for Szczecin and the Strategy for Westpomeranian Voivodeship Development. In 2008, the Szczecin City Council (SCC) passed the resolution on updating the Szczecin Development Strategy, a document first adopted in 2002. In June 2010, the West Pomeranian Regional Council approved the update of the Development Strategy of the West Pomeranian Voivodeship. The current Szczecin Development Strategy 2025 selects those areas of the city's development policy (social, economic and spatial), which are strategic for further effective socio-economic development within an assumed horizon and based on budgetary limitations. However, the selection does not limit the potential of new, specific ideas and projects created by a wide range of stakeholders of Szczecin's development (internal and external to the local government, i.e. including the residents, entrepreneurs, investors, organisations etc.). Since then, this document set forth directions for the regional development and monitoring mechanisms. At the moment, however, there are no regulations relating to the FQP in the above documents.

Several factors are expected to contribute to the successful establishment of the FQP, such as the knowledge about problems of urban freight transport operation in Szczecin and the wider Szczecin Metropolitan Area, the interest and support from local (Szczecin and Stargard Szczecinski) and regional authorities, as well as the increasing interest of local organizational stakeholders.

Nevertheless, there are still a number of challenges to overcome with regard to securing financial resources, involving the right stakeholders (especially business representatives),

certain organizational issues stemming from the lack of regulations and policies, data acquisition, and the potential lack of interest of local freight operators.

4.6.3 Composition and Structure

Currently the following six organizations are members of the FQP:

- Maritime University of Szczecin (University)
- Municipality of Szczecin (Local administration)
- Municipality of Stargard Szczeciński (Neighbouring local municipalities)
- Westpomeranian Voivodeship Marshal Office (Regional administration)
- Westpomeranian Association of International Shipper and Freight Carriers (Business association)
- University of Szczecin (University)

At the beginning, the FQP will cover the Szczecin city area, as well as the Stargard Szczecinski area. In the future, there are plans to invite other cities from the Szczecin Metropolitan Area to join the FQP. It is also planned to cover the electric vehicles utilization, and in terms of types of goods, the last mile deliveries (consumer goods), as well as the deliveries for shops and foodstuffs for the HoReCa sector in the center of Szczecin.

The FQP planned management structure is presented in Figure 4.2.

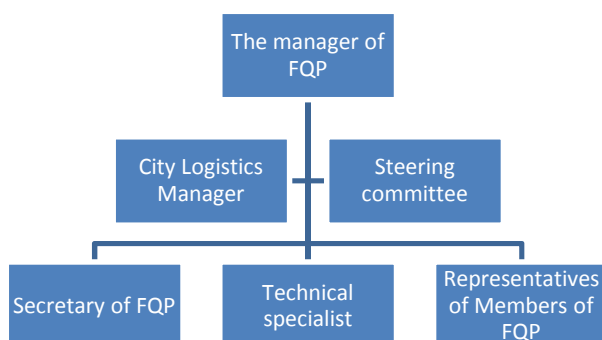


Figure 4.2-Szczecin FQP Management Structure

Finally, the type of governmental legislative or statutory status of the FQP has not been identified, nor has a formal FQP agreement been signed by its members.

4.6.4 Funding

A grant from the GRASS project funded by the Polish-Norwegian Research Programme has been initially obtained for the establishment of the FQP. At this initial stage, no contribution by the private sector is expected.

4.6.5 Operation and Management

It is foreseen that the operation and management of the FQP on a day-to-day basis will be carried out by the following positions:

- Manager of FQP: day-to-day management of FQP
- Secretary: day-to-day office work
- Technical specialist: support office work and survey implementation.

In addition, a City Logistics Manager will be appointed- as the part of the FQP, but not as a directly subordinate to FQP manager- with the following responsibilities:

- support FQP activities
- direct liaison to Szczecin Municipality
- provide the knowledge about present activities in Szczecin
- supervision of surveys.

The organisation of regular round tables with 5-6 months interval is also planned, whose key goal will be to present the implementation of the FQP activities, as well as establish the decisions for future actions. Additional meetings maybe organized focused on selected activities. Finally, the established cooperation with the Tyne and Wear Freight Partnership will continue.

4.6.6 Activities and outputs

Since the Szczecin FQP is currently at the planning stage, no activities have been performed. Nevertheless, a number of key activities have been identified, which are presented in Table 4.5.

Table 4.5- Szczecin FQP activities

Activity	Description
Consultation	Support to politics makers, municipalities and freight operators
Data collection/ survey	The survey at the area of Szczecin and Stargard Szczecinski – the delivery needs and freight vehicles flows, testing of alternative delivering systems
Information provision (maps, guides, etc)	Maps for the drivers with information on roads conditions, virtual maps on website
Feasibility/evaluation studies	Feasibility study for the development of an urban consolidation centre in Stargard Szczecinski.
Infrastructure implementation	Development of the ITS in Szczecin, support for the development of urban consolidation centre in Stargard Szczecinski
Soft measures implementation	Development of unloading bays and alternative delivering systems
Policy design	Support for the municipalities, Voivodeship office and Szczecin Metropolitan Area
Concertation and consensus building	During meetings and knowledge sharing workshops, as well as international conferences.
Organisation of Seminars, workshops, conferences	Organization of knowledge sharing workshops and participation in international conferences.

The most important outputs of the FQP will be the Local Freight Development Plan, the development of unloading bays and maps for drivers, and the initiation of key measures/projects, namely the development of the Urban consolidation centre for Stargard Szczecinski and the testing of electric freight vehicles. In addition, and based on the needs of the Szczecin city, the FQP foresees to address the following “push and pull” measures recorded by the C-LIEGE project:

- Access restrictions for polluting vehicles

- Freight Map for appropriate routes and vehicular restrictions
- Re-routing of freight traffic
- Ad-hoc-routes for freight traffic
- Electric goods delivery by shared van
- Freight Operators Recognition Scheme (FORS)
- Alternative delivery systems - relocation of packstations
- Promotion campaigns for sustainable freight transport
- Allocation of additional freight loading/unloading spaces
- Containerised Cargo Carbon Calculator
- Local Freight Development Plan

Finally, the FQP will develop a dedicated website and produce other promotional material and advertising campaigns.

4.6.7 Successes and failures

No successes/failures have been recorded yet, as the establishment of the FQP is still in the planning stage.

4.6.8 Contribution of the C-LIEGE Project

The C-LIEGE project, through the project partner MUS, has been the driver behind the establishment of the Szczecin Freight Quality Partnership, by first establishing the liaison with the Newcastle City Council, and subsequently bringing together all the stakeholders to form the FQP.

4.7 Stuttgart

4.7.1 General Information

The Freight Quality Partnership in Stuttgart, Germany, was established directly by the C-LIEGE Project in 2013, against a background of traffic congestion in the area, as well as difficulties in finding loading and unloading spaces. In addition, there was a broad understanding that urban goods transport needs must be made available to the public, while

at the same time negotiating for efficient ways to handle this traffic, setting an environment more open to environmentally sound solutions. To this end, the Stuttgart Region Chamber of Commerce took the lead in establishing the partnership with the key objective “to debate among members such measures which improve downtown logistics, and to support their implementation” (translated from the related Articles of Association signed).

4.7.2 Set-up

The first two Round Tables of the C-LIEGE project resulted in a list of potential tasks for an FQP in Stuttgart. At the same time, the regional Chamber of Commerce, after taking part in the Round Tables, asked PTV of Karlsruhe (on its own, separately from the project) to carry out a study on potential measures for urban freight transport. To this end, the Chamber of Commerce started in parallel its own Round Table, in which KLOK took part, openly bringing in the results of the C-LIEGE Round Tables. Despite the latter, the Round Tables of C-LIEGE will continue as planned. Apart from formal obligations to the project, there is the added value that C-LIEGE has asked different stakeholders to join, among which, those who are important for the success of the Ludwigsburg pilot projects. In addition, it is believed that a number of the C-LIEGE Round Table members would continue working at the Round Table of the Chamber of Commerce. Due to the Chamber’s of Commerce liaisons with Stuttgart City, where the greater impact would be, KLOK has decided to formally, as well as informally, direct the establishment of the Stuttgart Freight Quality Partnership via the Stuttgart Round Table of the Chamber of Commerce. The members of the C-LIEGE Round Table were consulted, while the Chamber of Commerce produced a brochure, including a survey of actions in the field of urban freight traffic. The survey included the C-LIEGE input, as well as the knowledge of PTV on the topic.

Participation at both events secured the engagement of related stakeholders. For the members of local administrations and associations, the main merit was their strong thematic connection with urban freight issues. Since this can be taken for granted for the forwarders and logistics operators, the merit to a certain degree was their desire to join, or the fact that their company was systematically dealing with urban freight transport.

With regard to related policy and regulations, there are the general policies tending to limit goods transport operation in cities, demanding, thus, creative solutions from the sector. In addition, a change both in State (Baden-Württemberg) and local (Mayor of Stuttgart) government towards governments with leading Green Party participation is also believed to have enhanced this initiative.

An official Action Plan has not been produced, instead “Articles of Association” were drafted and signed that clarify related formalities, and also demand an “active partnership” including participation in the meetings.

The guidelines provided by Newcastle were studied as a background material by KLOK in the establishment of the FQP. It is foreseen that the NCC FQP guidelines will be further exploited after the operation of the Stuttgart partnership.

Finally, the key drivers behind the establishment of the partnership were identified to be the need and potential for action, together with the will of actors to go ahead and carry certain risks, as well as the fact that stakeholders were presented from the onset with a collection of measures.

4.7.3 Composition and Structure

The partnership counts at the time of drafting this report 25 individual Members, which are foreseen to soon become 30, from the following organisations:

- Wirtschaftsförderung Region Stuttgart (Regional administration)
- Landeshauptstadt Stuttgart (Local administration)
- IHK Region Stuttgart (Chamber of Commerce)
- KLOK Kooperationszentrum Logistik e. V. (University, research institute and consultants)
- Eigenbetrieb Abfallwirtschaft Stuttgart (Local administration)
- Verband des Württembergischen Verkehrsgewerbes e.V. (Business association)
- Ministerium für Verkehr und Infrastruktur (Regional administration)
- Mega Stuttgart (Logistics operators)
- Verband Spedition und Logistik BW (Business association)

- PTV Group (University, research institute and consultants)
- Handelsverband BW e.V. (Business association)
- Verband Region Stuttgart (Regional administration)
- City-Initiative Stuttgart e. V. (Business association)
- Wirtschafts- und Industrievereinigung Stuttgart e.V. (Business association)
- UPS Niederlassung Stuttgart/Ditzingen (Express couriers)
- Universität Stuttgart (University)
- DHL Vertriebs GmbH (Express couriers)

In addition, it is explicitly stated that the membership from each type of organisation should not exceed the number 10 (apparently, it will also not be much below that point).

The FQP in principle covers the town area of Stuttgart. However, certain partners also deal with regional issues, and at the same time the traffic problems in Stuttgart often cause bottlenecks in the periphery. Therefore, it is expected that the partnership's work will soon also cover problems and actions in the entire inner part of Stuttgart Region. It also covers all vehicles engaged in commercial goods transport (this includes a wide variety, which has not yet been explicitly named by the FQP), and deals with consumer goods delivery (mainly to stores), with all types of parcel goods (especially in the inner city), and, due to the transport problems of the Stuttgart area, also with manufactured goods including through traffic. Bulk commodities might also play a role in the future.

Finally, the FQP has no governmental legislative and statutory status. In legal terms, it is strictly an advisory body. Its members have signed the Articles of Association and a formal membership. Both were agreed upon at a meeting held on May 29, 2013.

4.7.4 Funding

At the moment, membership is free. However, the articles foresee a procedure for funding as a default, so every suggestion for a measure that needs funding will either refer to the default or provide details on how the financing should be delivered instead. The default would probably lead to less than half of the funding for a specific measure coming from the private sector. However, experience with such financing models shows that depending on the

measure, the private financing could be much higher, as a result of specific interests and negotiation.

4.7.5 Operation and Management

At the moment, the FQP structure is rather simple: there is a temporary manager, who handles issues within his job as freight traffic expert within the Chamber of Commerce and under the supervision of his department Head. Decisions are by majority vote, except for changing the Articles of Association and for financing (two-thirds majority). It is explicitly intended to hand over the partnership management to a City Logistics Manager, once the position has been established. This position is currently the subject of budget negotiations.

It is foreseen that the FQP will meet several times per year, in accordance with the frequency of the meetings held so far. With about 25 members now, participation stood at 20. It is probably expected to rise slightly, with some additional members, and with all members naming deputies.

Finally, the Round Tables of C-LIEGE and the Chamber of Commerce in Stuttgart Region are in direct contact. The Stuttgart Round Table as FQP is not yet in formal contact with other FQP's.

4.7.6 Activities and outputs

Since the Stuttgart FQP is currently at its initial stage of operation, no activities have been undertaken apart from consultation. Nevertheless, a number of key activities have been identified for the future, presented in Table 4.6.

Table 4.6- Stuttgart FQP activities

Activity	Description
Consultation	Yes.
Data collection/ survey	Explicitly foreseen, already carried in the preparation of the FQP.
Information provision (maps, guides, etc)	This will probably been done by the “Verkehrsleitzentrale” of Stuttgart in electronic form. A main point on the FQP agenda is to strengthen that organization’s ability to produce such information.
Feasibility/evaluation studies	Explicitly foreseen.
Infrastructure implementation	With the budget situations as it is, and the FQP not able to implement any infrastructure on its own, it will support infrastructure solutions of its members and also make sure that infrastructure decisions are generally made with the scope to optimize goods transport.
Soft measures implementation	Same as above, but with a greater bias towards actively suggesting actions.
Policy design	Framework for the individual actions, and resulting from the next point.
Concertation and consensus building	This is a main point. In some cases, this will probably result not in full consensus, but in understanding the conflicting interests and thus in better compromises.

The push and pull measures identified by the C-LIEGE project foreseen to be addressed by the partnership are presented in Table 4.7.

Table 4.7- C-LIEGE push and pull measures addressed by Stuttgart FQP

PUSH AND PULL MEASURES	
Access restrictions for pollution vehicles	Already in use, will probably be addressed for optimization.
Freight Map for appropriate routes and vehicular restrictions	FQP applies for funding from the municipal office (“Verkehrsleitzentrale”) for this purpose.
Time window restrictions	Already in use, will be addressed for optimization in pedestrian zone.
Access restrictions for polluting freight vehicles	Already in use, will probably be addressed for optimization.
Ad-hoc freight traffic routing	FQP applies for funding from the municipal office (“Verkehrsleitzentrale”) for this purpose.
Electric van-sharing (e-Vans)	No. However, being implemented in Ludwigsburg outside Stuttgart through C-LIEGE support.
Local Freight Development Plan	Intended. Meanwhile, being implemented in Ludwigsburg outside Stuttgart through C-LIEGE support.

In addition to the above, the partnership foresees the development of a Local Freight Development Plan (one has already been implemented for Ludwigsburg outside the area covered by FQP), as well feasibility and evaluation studies. At the moment, the FQP is preparing a presentation of the partnership with related good practice information for the Municipal Parliament of Stuttgart. A brochure has also been prepared and is being distributed.

Finally, the FQP has one member in the food storage and delivery business, and hence, it is likely that this will result in one or more suggestions for this type of goods traffic, which has not explicitly been covered by the C-LIEGE measures yet.

4.7.7 Successes and failures

As the Stuttgart FQP is at a primary stage of operation, the biggest success so far was the engagement of relevant actors with the scope to present, among others, the measures to the town parliament. It should be noted that the parallel Round Table of C-LIEGE has carried out the important task of contributing to the implementation of the Pilots in Ludwigsburg, and will continue to do so. So far, the FQP has not made a difference in the urban freight distribution. It has, however, made a considerable difference in the way the urban freight distribution is perceived by the administration and their understanding of its key issues.

The greatest challenges in setting up the FQP were the complexity of urban goods traffic and the multitude of potential actors. Each potential measure has another set of actors that must be involved. Hence, it will remain a challenge to make appropriate selections and then engage and include these stakeholders in the FQP's work program.

Another difficulty encountered was that of getting the Stuttgart local administration involved in practice by a rather small player like KLOK within a project. The Chamber of Commerce, however, didn't face this issue. The parallel Round Tables were also difficult to follow, nevertheless, these complimented each other.

Other foreseen challenges are that, given the complexity of the logistics sector, a limitation of 10 companies for membership from this sector may prove less than satisfactory. On the

other hand, a limit on the size of a partnership does make sense, especially for a reasonable start-up. Also, due to the small-scale size of the area, it is highly likely that there would be proposed measures that will have impacts on neighboring communities, which are also not represented at the partnership. KLOK, however, will work towards ensuring that communication of such proposals will not result in misunderstandings/conflicts with neighboring communities.

Finally, the experience in setting up the Stuttgart FQP has pointed out that the key factors that may influence success or failure are the necessity of a driver behind the FQP who, with the backing of some key actors, prepares topics that can be turned into measures. This will be in the medium to long term the City Logistics Manager. Another key factor will be that the FQP must not develop into one commercial consortium but must work on projects, which are open and of interest even to competing companies.

4.7.8 Contribution of the C-LIEGE Project

The C-LIEGE project has shown the way to set up the partnership, that there are actors who can do so, and are willing to do so, together with the actions required to establish the FQP. This has led to immediate action within the local C-LIEGE partners, as well as other players. The result is at a minimum a head start into setting up the FQP, which at the same time became desired on a political level.

On the content level, the suggestions of PTV for the Chamber of Commerce and the previously released suggestions of the C-LIEGE Round Table are next to identical, which constitutes evidence of the strong influence of the C-LIEGE project.

4.8 C-LIEGE Monitoring activity

Apart from the data collected from each individual pilot site, additional information was obtained from the independent monitoring activity of the C-LIEGE project under WP6, carried out for the purpose of evaluating the performance of the six newly formed partnerships. This included a three-stage monitoring activity, whose final stage (*coinciding with the final stage of the pilot implementation activities and time of drafting of the present report*) results are summarized below. The results of the monitoring activity show in general that all FQPs have

been either successfully established or their establishment is next to completion, with a number of them having already begun with the implementation of measures. In addition, all self-assessments carried out depicted good progress and a certainty for the sustainability of this scheme in the foreseeable future through dedicated actions.

Leicester

The monitoring of the Leicester and Leicestershire FQP concluded that the partnership was successfully re-activated with a good variety of members and incorporated in the LTP. In addition, the self-assessment section showed a completed measure, which is also sustainable for the foreseeable future. Some achievements of the implementation of C-LIEGE soft measures are also considered key impacts of the partnership. There are no new challenges faced and the future expectation for the FQP is to continue meetings on regular intervals, hosted by different members.

Hal-Tarxien

The FQP has been successfully established only very recently, and, hence, there are no impacts documented at this stage, since it has not implemented any measures yet. It is expected that a work plan will be adapted in the near future, and that its first measures proposed will help ensure its sustainability.

Montana

The set-up of the FQP implementation activity in Montana is currently in its finalisation stage. The self-assessment section shows an almost complete soft measure, whose sustainability is the next target. Montana will continue working with key partners to set the tasks to be implemented within the LFDP and increase efforts to expand the partnership by inviting new members to join the partnership.

Emilia Romagna

The evaluation results concluded that the Emilia Romagna FQP was successfully established, securing also the involvement and strong public-public cooperation of all the main municipalities of the region. It also depicted remarkable success for its early stages of operation with numerous meetings taking place (more than those initially planned), where

agreement was reached on a number of vertical measures awaiting green light for implementation across all participating municipalities.

Szczecin

The technical implementation began in May 2013 and a first plan of measures consolidated within the partnership would be completed by the end of the same month. The key impacts of the partnership cannot be assessed at this point as these depend on the future activities. The self-assessment section shows good progress with the FQP having been set up as initially envisioned and commencing activities in December 2013. To further ensure the sustainability of the Partnership, its actions will continue under the umbrella of the GRASS project for the next three years.

Stuttgart

The Stuttgart FQP has only recently been set up and the self-assessment revealed good progress. The technical implementation for the FQP is underway, and the general performance targets are very well-defined. In addition, KLOK had suggested the active involvement of the City Logistics Manager to ensure the sustainability of the FQP.

4.9 Summary

Based on the information provided in this chapter, Table 4.8 presents a summary of the basic features of the C-LIEGE pilot sites partnerships.

Table 4.8- C-LIEGE FQP Features

City/Area	Initiated by	Start Year	No of Members	Funded by	Managed by	No of meet./year	No of Participants
Newcastle	Tyne and Wear LTP	2005	200	Tyne and Wear LTP & districts	Tyne and Wear LTP Transport Team	4	20
Leicester	Leicester City Council	2000/2013	23	-	Head of Service Leicester City Council	4	18
Hal Tarxien	C-LIEGE & Paragon Europe	2013	6	-	Not appointed yet	Not in operation yet*	-
Montana	C-LIEGE & Montana Municipality	2013	9	Municipal budget	Montana Municipality	Not in operation yet*	-
Emilia Romagna	Emilia Romagna Region	2013	11	-	Emilia Romagna Region	4	13-20
Szczecin	C-LIEGE & Maritime University of Szczecin	2013-2014	6	GRASS research project		2(foreseen)	-
Stuttgart	Stuttgart Region Chamber of Commerce	2013	30	-	Temp manager from Chamber of Commerce	Several times a year foreseen	20

**Initial meetings at C-LIEGE roundtables*

5. REVIEW OF PILOT SITES FREIGHT QUALITY PARTNERSHIPS

5.1 Introduction

Of the seven Freight Quality Partnerships reviewed in this report, one has been operating successfully for the past seven years in Newcastle, one had not been active in recent years but was re-established by the C-LIEGE project in Leicester, while the remaining 5 of the other C-LIEGE pilot sites are, as a direct outcome of the C-LIEGE project, either in the planning stage or at the very beginning of their operation. For the purpose of assessing the partnerships presented, the following chapter draws certain general lessons learnt from the establishment of these FQPs, with a particular focus on their formation, their management structure and their effect and outcomes, as well as the views from the participants on the successes and weaknesses of their respective FQP. The points where there are common features that appear to result in valuable outcomes for the partnerships are also highlighted.

5.2 Formation

The activities of the C-LIEGE project provided significant insight into the key issues related to setting up a new Freight Quality Partnership. To this end, respondents were asked to identify the factors that contributed to the successful setting-up of each FQP, as well as the challenges encountered.

The importance of having a local authority involved in the formation of the partnership emerged strongly in the seven cases under study. For the majority of the FQPs, it was the local authority that took the lead in establishing the FQP, while other partnerships were established through a direct and active collaboration between the local authority and C-LIEGE project partners. Only in the case of Montana, a University was responsible for establishing the FQP. Other contributing factors identified were the support and commitment from a diverse membership, as well as the importance of having regular and fruitful meetings.

The key challenge identified by all FQPs was the securisation of the involvement of stakeholders, particularly those of the private sector (local freight operator and deliverers),

which often depicted notable lack of interest. A number of partnerships were also brought against the difficulty in selecting appropriate stakeholders, and ultimately creating an agreement which commits these to the partnership. Also, diverse memberships and/or multi-regional coverage often created the additional challenge of reaching consensus over individual problems and needs and/or agreements on harmonized measures. Finally, a key challenge for setting up all FQPs was the lack of funding.

The contribution of C-LIEGE was unanimously acknowledged. To this end, the project's actions in terms of selecting and attracting stakeholders, providing resources to hold initial meetings, create awareness on an European level, and offering the opportunity for liaison and consultation activities with established partnerships, were all significant factors contributing to the successful establishment of these schemes.

Apart from the above, respondents were also asked to provide the main reasons as to why their respective FQP had been established. The results were grouped into seven broad categories and are summarised in Figure 5.1. The most common reason for establishing an FQP was to discuss and resolve local/regional freight transport issues, followed by traffic flow management and access issues. Sustainability and environmental issues was the third most important reason. Finally, it was observed that the FQP was not an outcome of any existing regulations in any of the sites studied, while in only two cases it was a recommendation of an existing transport policy or a Local Transport Plan.

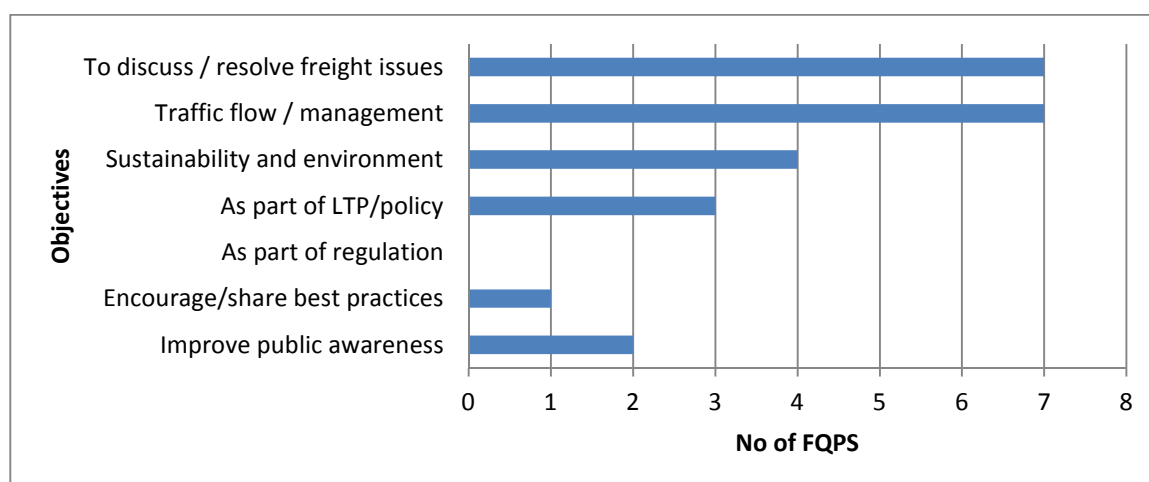


Figure 5.1-Key reasons for FQP establishment

5.3 Composition and Structure

Figure 5.2 shows the size of the membership (*Newcastle FQP was excluded due to the high number of members resulting from its long standing operation*), while Figure 5.3 depicts the prevalence of different types of organisations in FQP memberships.

The Stuttgart FQP, although very recently established, has managed to secure the highest number of members, particularly when compared to the other five FQPs established within the framework of the C-LIEGE project. Hal Tarxien and Szczecin have equally the lowest number of participants. Apart from Stuttgart, there is no large variation in the number of members among the newly established FQPs, which is likely to be attributed to factors such as the geographical size and coverage of the FQP, the type of members attracted, its current stage, etc. In any case, these FQPs are still at a very early stage, and hence, membership is expected to be low.

Local administrations are by far the most common type of FQP members, followed by business and network associations. Other private actors and universities feature also as common member types. On the other hand, poor participation has been observed from regional and state administrations. The same can be observed in the case of freight and logistic operators.

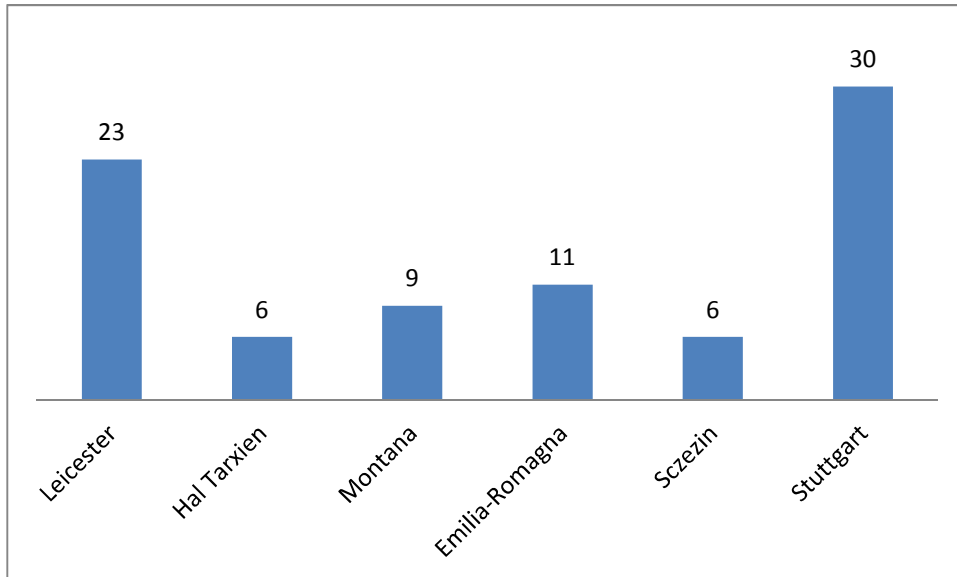


Figure 5.2-FQP Membership Size

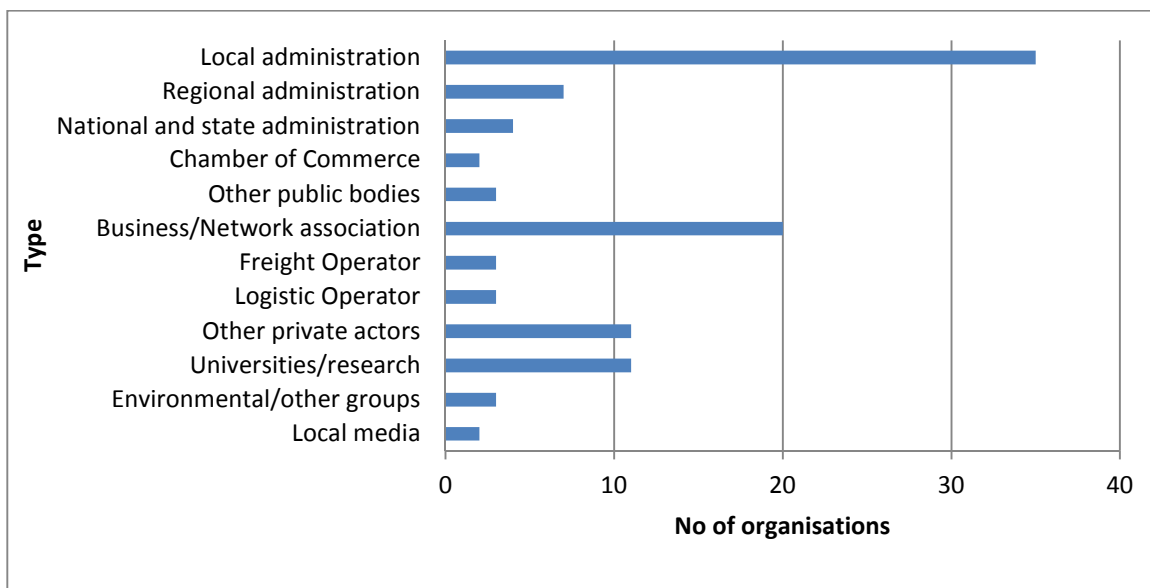


Figure 5.3-Type of organisations

None of the FQPs have any governmental legislative and statutory status or remit to implement change. Only the members of the Hal-Tarxien have signed a formal FQP Agreement, albeit a non-binding one, while the Stuttgart's partnership's members have signed the "Articles of Association".

Finally, with regard to geographical coverage, the Newcastle, Leicester and Emilia-Romagna are covering more than one urban regions, the Szczecin two municipalities, while newly formed FQPs in Montana, Hal-Tarxien and Stuttgart a single municipality. The single versus multiple areas covered have different advantages and disadvantages, particularly with regards to measures implementation and policy making. As demonstrated in the case of Emilia-Romagna, there was a difficulty in reaching consensus on the harmonisation of access, restrictions and regulations, while, in the case of an FQP that covers a single area, it would be easier for a single body to reach a decision to implement a specific measure/policy. On the other hand, as many freight transport movements take place within a wider regional context crossing local administrative geographical boundaries, it is highly likely that the implementation of a measure/policy within a single area will not necessarily address adequately a prevailing freight delivery issue. This has also been acknowledged in the setting up of the Stuttgart FQP.

5.4 Funding

The majority of the partnerships are more or less self-funded by the work of their members or receive the funding from the local authorities that manage them. Only the Szczecin partnership has received a fund for its establishment from the research project GRASS, funded by the Polish-Norwegian Research Programme. It should be noted that the private sector does not provide any funding. In any case, costs for the newly established FQPs are at a minimum at this stage, mainly associated to meetings costs.

5.5 Operation and Management

With regard to the level of staffing made available to manage and organise the FQP on a daily basis, the two established partnerships, Newcastle and Leicester, have appointed three and two positions, respectively. The post of a City Logistic Manager has also recently been created in the Newcastle FQP. The successful operation of the Newcastle and Leicester FQPs demonstrate that leadership by the local authority representatives is a key factor for an effective operation of the partnership. The remaining partnerships do not have yet a management structure in place; however, Emilia Romagna's and Szczecin's approach to a leadership and organisational structure foresees the creation of two and four managerial

posts, respectively. Also, a temporary manager from the Chamber of Commerce has been appointed in the Stuttgart FQP. In addition, all newly formed partnerships foresee the appointment of a City Logistic Manager in the near future, indicating the importance of this post.

The Newcastle and Leicester FQPs also produce an annual Action Plan, which stipulates among others, the activities of the partnership. From the remaining partnerships, only the Hal-Tarxien and Szczecin are currently drafting an action plan.

With regard to the regularity of meetings held annually, these are for Newcastle and Leicester 4, with a typical attendance ranging from 18 to 20 people. Apart from the Stuttgart FQP, the remaining newly established partnerships have not held an official meeting yet, except those carried out for the purpose of setting up the partnership. Moreover, certain types of monitoring and/or post evaluation procedures are in place in the Newcastle and Leicester FQPs, while the Emilia-Romagna foresees to employ the indicators developed by C-LIEGE monitory activity.

Finally, the Leicester FQP is in contact with other local FQPs, while all partnerships established by the C-LIEGE had the opportunity to liaise with the Newcastle partnership, a collaboration which will most probably be maintained in the future.

5.6 Activities and outputs

Figure 5.4 depicts the types of activities that the FQPs were/are/will be involved in. The most common types are consultation, information provision and soft measures implementation followed by policy design and data collection and feasibility/evaluation studies. Infrastructure projects and organisation of seminars/workshops were the least common type of activity carried out by the FQPs.

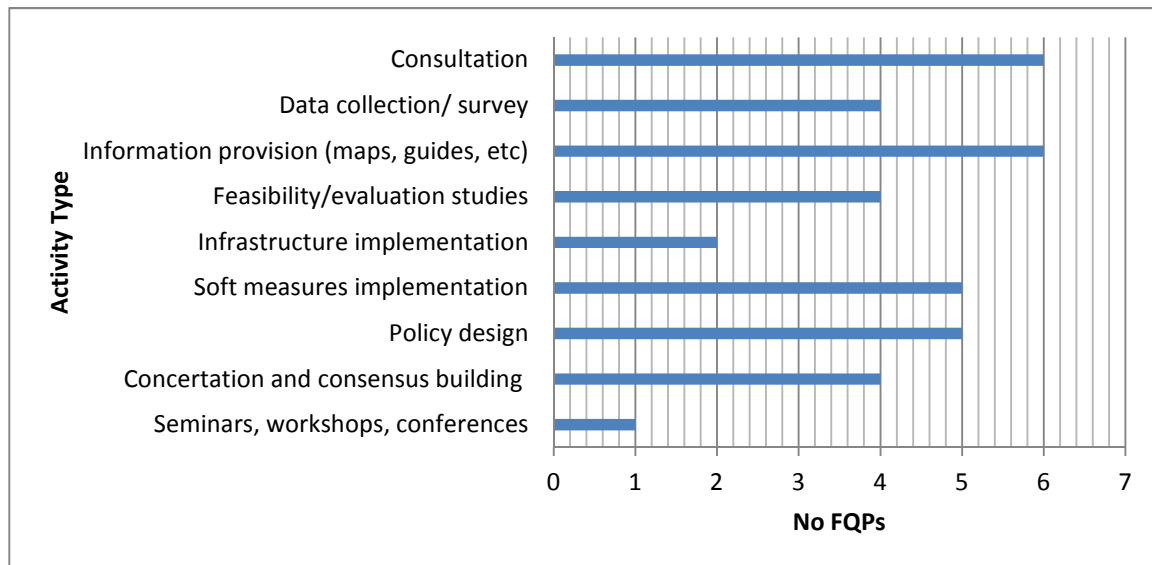


Figure 5.4-Type of FQP activities

FQP members were also asked to indicate the “push and pull measures” recorded by the C-LIEGE project that their corresponding FQP had addressed or plans to address. The results are summarised in Figure 5.5.

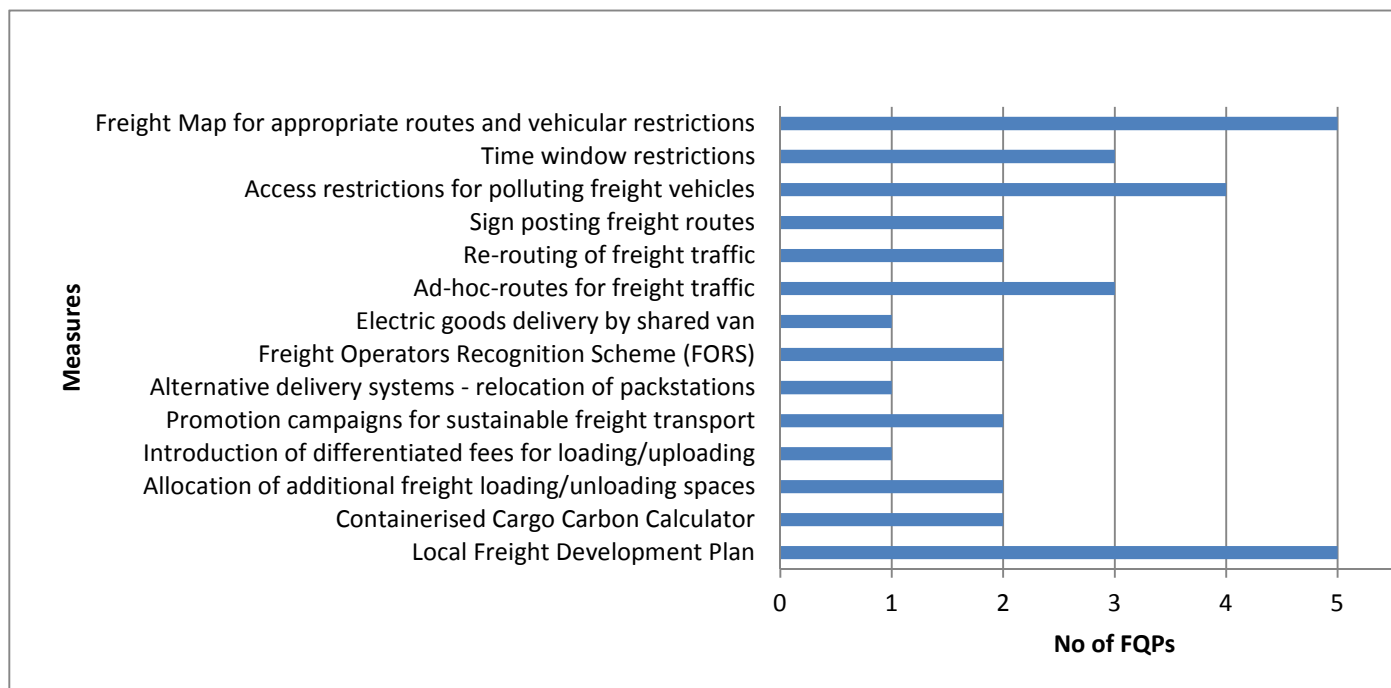


Figure 5.5-C-LIEGE Push and pull measures

Figure 5.5 depicts that the most commonly addressed soft measures are the Local Freight Development Plan and freight maps with routes and vehicular restrictions, followed by access restrictions for polluting vehicles. These measures have also been identified by the C-LIEGE project to be the most simple and effective for a sustainable and energy efficient urban freight distribution. Other push and pull measures recorded by C-LIEGE, such as electric goods delivery by shared van, alternative delivery systems and introduction of differentiated fees for loading/unloading have not received equal attention, which suggests that FQPs are focusing more in assisting freight delivery, rather than controlling it or implementing hard measures.

It should also be noted that other popular soft measures identified by previous work of C-LIEGE project (*WP2- Good practices elicitation on urban freight transport initiatives and projects and State of the art review*) considered important for the efficiency and safety of freight transport activity, such as distribution plans/schemes, urban logistic plans and driver training have not received equal attention in the FQPs under study.

The most common output for the FQPs under study is the production of a Local Freight Development Plan. Newcastle, Leicester and Emilia-Romagna partnerships have already drafted an LFDP, while this strategic document is within the immediate plans of the newly established FQPs. Freight maps have also been produced in most cases, and together with the LFDPs have been recognized by all partnerships as the most important outputs/successes of their collaboration efforts, also making a difference in the urban freight distribution of their respective city. In addition, all partnerships have produced (or plan to produce) promotional material to raise awareness, as well as a dedicated website for the partnership.

5.7 Challenges, failures and lessons learned

Newcastle and Leicester, as the only long operating partnerships provided their views on the greatest challenges faced in the operation of their FQP, their successes and failures, as well as insight into lessons learned. The most common challenges faced are primarily related to attracting and obtaining the commitment of private sector companies and operators due to their workload/budgetary pressures, as well as securing funding for the FQP operation and

maintenance. An additional challenge is also related to achieving the implementation of the proposed actions, as these are typically within the remit of local/regional administrations. Finally, the diversity in the membership often imposes the challenge of facing the needs of different organisations, which must be harmonised for a successful outcome.

With regard to failures, both partnerships identified the unsuccessful attempts to recruit any new businesses to take part either in the partnership or attend meetings. In general, all partnerships have highlighted the difficulty in attracting and liaising with the private sector.

Respondents were also asked to provide their views on what factors can contribute to the success of an FQP. These are summarized below:

- Adequate budget to enable the delivery of tangible measures
- Attendees feel that the Partnership is moving forward pro-actively and providing value for participants
- The power of the group e.g. political and financial as well as power to do things
- Marketing
- Regularity of meetings
- Showing action
- Recognition from peers
- Number of members
- Technical analysis in terms of identifying needs

Finally, the most important lesson learned is the need for effective action and for delivering tangible measures, demonstrating, thus, that the Partnership is not just a ‘talking shop’. Obtaining and maintaining the commitment of its members is also crucial, while the governance of a group of public and private authorities must be based on interaction but also on effective leadership.

6. CONCLUSIONS AND RECOMMENDATIONS

6.1 Key Outputs

The present study has reviewed the actions carried out for setting up Freight Quality Partnerships in the C-LIEGE pilot sites of Leicester, Montana, Hal-Tarxien, Emilia-Romagna, Szczecin and Stuttgart, together with the involvement of the established FQP in the pilot site of Newcastle, with the scope to consolidate, analyse and present results obtained from both the formation and operation of the above partnerships. The review has indicated that the C-LIEGE project activities have achieved the following tangible outputs:

- Establishment and operation of five new FQPs in Montana, Hal-Tarxien, Emilia-Romagna, Szczecin and Stuttgart.
- Re-activation of Leicester FQP.
- Involvement and support of Newcastle Tyne and Wear Partnership in providing training and assistance to newly-formed FQPs.

The above results have been validated by the independent C-LIEGE monitoring activity under WP6 that showed in general that all FQPs have been either successfully established or their establishment is next to completion, with a number of them having already begun with the implementation of measures. In addition, all self-assessments carried out depicted good progress and a certainty for the sustainability of the partnerships in the foreseeable future.

6.2 Conclusions

A questionnaire was prepared in order to identify the individual features of each of the partnerships and capture the views from their respective leading partners on the successes and weaknesses with regard to both setting up and operating the partnerships in which they are involved. As there is not a unique standard model for an urban freight quality partnership, mostly due to prevailing local circumstances, the present analysis has pointed out certain clear insights into what needs to be taken into consideration when forming and managing an FQP. These can primarily act as key drivers in maintaining the partnerships formed, as well as recommendations/guidelines for potentially transferring such schemes in other urban regions.

The assessment of the partnerships showed that despite the differences in the urban location, membership and organisational structure, there are in fact many similarities in terms of key benefits and challenges. The most commonly mentioned lessons learned can be grouped in four categories: i) establish public and private sector involvement/cooperation, ii) setting objectives, iii) managing FQP and maintaining interest/focus/momentum, and iv) FQP promotion / communication.

The importance of having a local authority participating (or in most cases leading) in both the establishment and operation of a partnership emerges strongly from the cases studied. This is a key requirement for an FQP, since it meets local needs by generating local solutions for local issues. In most pilot sites, the setting up of an FQP would not have been possible without the coordinating role played by the local administration. Participation from regional or state administrations, however, is poor, and this is also the case for the private sector. The difficulty in engaging freight and logistics operators in the initial set-up phase has been evident in all newly-formed FQPs. On the other hand, one of the key factors to support the operation of a partnership is a core set of engaged and interested participants, which are also relevant to the local issues addressed. The reason for the need for the private sector representatives to participate relates to the scope to share knowledge about the business aspects of freight transport operation. The long and successful operation of Newcastle Tyne and Wear FQP is testament to the importance of combining the public and private sector in such schemes.

With regard to the objectives for setting up freight quality partnerships, these are mostly related to solving freight delivery issues on a local or regional context. All partnerships studied have showed evidence that the complexity of the urban freight situation has been considered and that they are working towards finding and developing a variety of solutions to these problems.

The partnerships analysed do not have any governmental legislative and statutory status or remit to implement changes. Due to this fact, as well as the lack of funding, the implementation of hard measures or infrastructure projects may not be possible for these partnerships, while they are also unable to enact significant policy changes. To this end, the most successful outputs of most partnerships are simple, yet effective, soft measures that

assist in freight delivery rather than control it. These mainly include a Local Freight Development Plan, as well as freight maps with routes and vehicular restrictions. Nevertheless, many argue that this is the key risk of a partnership becoming just a ‘talking shop’ with no tangible and beneficial outcomes. Therefore, a good way for partnerships to build on their initial growth is for them to be embedded within the policy framework and/or regional strategies. This would also ensure a long-term perspective into the existence and operation of the freight quality partnership.

It has also been acknowledged that a good chair and organisation is essential, both to maintain the structure of the partnership and safeguard the regularity and attendance of meetings. The importance of regular attendance by a core group at meetings emerged also in several of the partnerships studied. Only one of the newly established partnerships has prepared an action plan, however, the success of the Newcastle Tyne and Wear Partnership is to some part attributed to a detailed annual action plan, which is regularly updated.

In addition to the above, there is the importance of disseminating the partnerships’ work and achievements beyond the confines of its group of participants. The majority of the partnerships therefore, will produce promotional material to raise awareness, as well as a dedicated website for the partnership, targeted at informing, among others, policy makers, state authorities, and the private sector. If disseminated properly, the partnerships could have an influence on the decision making processes, while this could also open up channels to receive public and private funding for their core administration costs and/or the measures these promote.

Finally, all partnerships have indicated that the lack of funding is the key impeding factor for both setting up and running the partnerships.

6.3 Way Forward

Based on the above analysis, a number of key recommendations can be provided for safeguarding the operation of the pilot sites’ FQPs:

- strong and effective management and organisation of the partnership

- attract and safeguard the participation/ commitment of relevant as well as a variety of stakeholders
- attempt to engage political involvement
- set clear and realistic objectives
- build on the relationship and knowledge exchange between participants
- disseminate outcomes to maximise the opportunity for identifiable policy impacts and for attracting funding
- knowledge and information sharing among different FQPs
- focus on long-term possibilities

ANNEX I

FREIGHT QUALITY PARTNERSHIPS QUESTIONNAIRE for C-LIEGE PILOT SITES

A. General information

C-LIEGE Partner:.....

C-LIEGE Pilot Site:

1. Is the establishment of the Freight Quality Partnership (FQP) an outcome of the C-Liege Project? YES NO PARTLY

2. What is the status of the establishment of Freight Quality Partnership?

Planning stage Completed/Implementation In operation

3. In case of FQP been implemented/ already in operation, please indicate the year it was established:.....

4. In case of FQP still in the planning stage, please indicate the year that you envisage it will be established.....

B. FQP Formation

1. Please identify the main reasons for the establishment of the FQP in terms of local freight needs from an energy-efficiency, economic, social and environmental perspective:

2. Please name the organisation that took the lead in establishing the FQP:.....
.....

3. Please provide details of the FQP set objectives and the main issues that the FQP addresses/ will address:

4. Please describe in detail the activities carried out for establishing the FQP, together with the role of each party involved. A list of indicative questions is provided:
- a) What was the general approach followed?
 - b) Did you carry out any survey/ consultation?
 - c) What types of actions were required for engaging stakeholders?
 - d) On what merit were FQP members selected?
 - e) Is there an Action Plan in place for FQP development?
 - f) Are there any regional policies/regulations required for establishing a FQP?
 - g) Mention any liaison with mentor and guidance received.

5. Please identify any policy (ies)/regulations at regional/ national level that may have enhanced the creation the FQP:

6. In your opinion, what have been the greatest challenges faced in establishing the FQP (barriers)?

7. In your opinion, what are the main factors that contributed to the successful establishment of the FQP (drivers)?

8. Has the C-LIEGE project contributed to the successful establishment of the FQP? If yes, in what way?

C. FQP Composition and Structure

24. How many organisations are members of the FQP?.....

25. Please list the Members of the FQP indicating the type of organisation¹:

26. What is the coverage (geographical or other) of your FQP (*site specific, part of urban area, entire town/city, regional, etc.*)?

¹A non-exhaustive list is appended in the end

27. What categories of vehicles are covered by the FQP? (*HGV, LGV, EFV, NM, electric, etc.*)

28. What types of goods are covered by the FQP? (*consumer, manufactured, foodstuffs, perishable, fuels, etc.*)

29. What is the FQP management structure and remit to implement change?

30. What type of governmental legislative and statutory status does the FQP have?

31. Have FQP members entered into a formal signed FQP Agreement?

D. FQP Funding

1. Please list the source(s) of the funding (*regional funds, national funds, Community funds, private sector, users, grants, etc.*):

2. What amount of funding does the FQP receive/ will receive annually?.....

3. What proportion of the total FQP funding is/ will be provided by the private sector?.....

E. FQP Operation and Management

1. How many people manage and run the FQP on a day-to-day basis? Please list positions and respective roles

2. Has a City Logistic Manager (CLM) been established? If not, are there any current actions to establish one?

3. What is the role and involvement of the City Logistic Manager (CLM) in the FQP's operation and management?

4. Please provide details on the regularity of meetings held in the partnership and the number of participants usually attending meetings

5. Please provide details on the regular progressing of an action, the identification of new needs and the evaluation of completed actions

6. Is there any post-evaluation procedure in place measuring outputs against FQP set objectives? What types of indicators are used?

7. Is there any internal - to the Local Authority - monitoring procedure in place (*don't refer to the C-LIEGE monitoring procedures in the WP6*)? Please describe

8. Is the FQP in contact with other FQPs in their respective region/ country (or in another country) to either collaborate or exchange information and good practices?

F. FQP activities, successes and failures

1. Please list the activities (past or future) of the FQP:

Activity	Description
Consultation	
Data collection/ survey	
Information provision (maps, guides, etc)	
Feasibility/evaluation studies	
Infrastructure implementation	
Soft measures implementation	
Policy design	
Concertation and consensus building	
Organisation of Seminars, workshops, conferences	
Other (please specify).....	

2. Which “push and pull” measures recorded by the C-LIEGE project will the FQP address(or has addressed) and how will this be achieved (or has been achieved)?

Please select and provide details:

PUSH AND PULL MEASURES	
Access restrictions for pollution vehicles	
Freight Map for appropriate routes and vehicular restrictions	
Time window restrictions	
Access restrictions for polluting freight vehicles	
Sign posting freight routes	
Re-routing of freight traffic	
Ad-hoc-routes for freight traffic	

Electric goods delivery by shared van	
Freight Operators Recognition Scheme (FORS)	
Alternative delivery systems - relocation of packstations	
Promotion campaigns for sustainable freight transport	
Introduction of differentiated fees for loading/unloading	
Allocation of additional freight loading/unloading spaces	
Containerised Cargo Carbon Calculator	
Local Freight Development Plan	
Other measures (<i>please specify</i>)...	

3. Does the FQP include any additional medium-long term measures (both “soft” and “hard”) not included among the ones selected in the C-LIEGE project within the pilots implementation phase?”

4. Which of the following outputs will be/has been produced by the FQP?

Please select and provide details:

Outputs	
Newsletters /Brochures	
Maps	
Guides	
Good practice information	

Local Freight Development Plan	
Feasibility/evaluation studies	
Advertising campaign	
Seminars, workshops, conferences	
Website	
Social media (Facebook, twitter, linked in, etc.)	
Other (please specify)....	

5. In your opinion, what are/were the most important actions and outputs of the FQP?

6. In your opinion, what have been the most important lessons learned in setting up and running the FQP?

7. In your opinion, in what ways has the FQP made a difference in the urban freight distribution?

8. In your opinion, what have been the greatest challenges faced by the FQP?

9. In your opinion, what have been the failures of the FQP?

10. In your opinion, what are the key factors that may influence success or failure?

11. Please include any additional comments/information you deem necessary that has not been covered by the above questions.

Type of Organisations

- 1 **Relevant public Institutions**
 - Local administrations
 - Neighboring local municipalities
 - Regional administrations
 - National and State administration

- 2 **Relevant Associations and intermediaries**
 - Chamber of Commerce
 - Business associations

- 3 **Relevant private actors**
 - Freight carriers
 - Express couriers
 - Logistics operators

- 4 **Relevant other actors**
 - Universities, research institutes and consultants
 - Local media and general public
 - Political framework and parliaments

ANNEX II

The Tyne and Wear Freight Quality Partnership

Terms of Reference – agreed 12th June 2013

Vision

The Tyne and Wear Local Transport Plan 2011-21 has three key goals:

- Economic Growth
- Carbon Reduction
- Safe and Sustainable Communities

The Tyne and Wear Freight Partnership aims to contribute to the delivery of these goals by promoting sustainable freight transport through constructive partnership working between local authorities, government agencies, transport operators and other organisations with an interest in sustainable distribution or logistics.

Terms of Reference

The Partnership will seek:

1. To provide advice and guidance on freight transport issues to local authorities, Tyne and Wear ITA and the North East Local Enterprise Partnership
2. To respond to local or national consultations that relate to freight transport or which might affect the freight sector
3. To monitor delivery of the freight strategy set out in the current Local Transport Plan
4. To improve the efficiency, safety, sustainability and security of freight operations.
5. To share best practice
6. To provide a forum for communication and discussion between organisations with an interest in sustainable freight movement