

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

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TABLE OF CONTENTS

1. EXECUTIVE SUMMARY.....	4
2. INTRODUCTION.....	5
2.1. Objective	5
2.2. Key aspects	6
3. EMPIRICAL FINDINGS FROM EXISTING PARTNERSHIPS.....	7
3.1. Examples of Partnerships within relevant EU research projects and initiatives.....	7
3.2. Results and experience from the C-LIEGE Pilot sites.....	9
3.3. Overall findings from local concertation actions (Local round tables).....	14
4. KEY QUESTIONS FOR ESTABLISHING AND PROMOTING PQPS.....	16
4.1. WHO.....	16
4.2. WHY	22
4.3. HOW	26
4.4. WHICH.....	28
4.5. WHAT	30
4.6. WHEN.....	32
4.7. HOW MUCH.....	33
5. OVERALL PROCESS FOR ESTABLISHING AND PROMOTING PQPS	34
6. CITY LOGISTICS MANAGER LEADING THE PROCESS	37

1. EXECUTIVE SUMMARY

This paper defines a transferable road map to establish and promote Premium Quality Partnerships (PQPs) among relevant private and public actors for an effective and efficient freight transport demand planning and management in European cities and regions.

It is aimed at providing a supporting tool for Public Authorities to plan, implement and manage PQPs within a public-private partnerships in urban freight transport (UFT) domain.

The C-LIEGE project has implemented consensus building and concertation activities for urban freight transport issues in several European cities.

These “pilot sites” with their local round tables have led to the definition of an agreement between Authorities and business stakeholders upon appropriate and local-based measures for an effective freight transport demand planning and management.

These partnerships have been achieved by a step by step process which started from relevant stakeholders identification and engagement within the decision making process, until the identification and sharing of appropriate push and pull freight transport demand-oriented measures to be included in local agenda as well as implemented in each reference scenario. Consistency and completeness of the selected measures, proposed and discussed during local round tables, has been analysed and verified by a local joint strategic exercise.

All the relevant achievements within the C-LIEGE project have allowed to feed the definition process for a transferable road map for the establishment and promotion of PQPs.

The aforementioned road map has been outlined learning from experiences and findings of the stakeholders involvement process within the C-LIEGE project and has been targeted to provide an effective pathway for Local Authorities (being both the “rules makers” and the facilitators of the consensus building process) to plan, implement and monitoring appropriate actions and measures to be undertaken for an effective UFT planning and management.

PQP has to be finally intended as a mean for Local authorities, business, freight operators and local community to face specific problems and constraints for what concerns UFT as well as to achieve effective and shared solutions and measures for sustainable freight transport.

2. INTRODUCTION

2.1. Objective

This paper summarizes part of the activities undertaken in the C-LIEGE project (within the project's work packages 3 and 5) and contributes to the achievement of the specific objective "Define a shared framework for an energy efficient urban freight transport demand management and planning strategy through a cooperative approach between public and private stakeholders". The specific focus is concerning the establishment of a "Premium Quality Partnership" to better managing and planning urban freight transport (UFT) policies able to influence freight transport demand.

What is a Premium Quality Partnership in the field of urban freight transport? At its core the partnership may be defined as bringing together on a regular basis a wide range of public and private actors involved in urban freight transport, including freight transport operators, public administrators, retailers, freight shippers, trade associations, environmental groups and researchers with the aim of jointly discussing and analyzing urban freight issues and agreeing proper measures and strategies. Local authorities usually regulate essential areas of urban freight transport, mainly those referred with access restrictions (tonnage and size).

Premium Quality Partnerships (PQPs) are means for Local authorities, businesses, freight operators, environmental groups, the local community and other interested stakeholders to work together to address specific freight transport problems. Local authorities can influence UFT planning and management towards a more sustainable governance model by planning and implementing of shared (among aforementioned stakeholders) measures as access restrictions, optimization of routes, urban logistic plans, innovative financing models, incentives and distribution schemes, etc. which effectively face identified local problems.

Cooperation amongst all involved stakeholders should be part of an urban freight transport policy (cooperation between public and private parties), particularly when public measures and policies are taken to influence freight transport market towards sustainable models.

2.2. Key aspects

Local Authorities are becoming more actively involved in coordinating conflicts among residents, retailers and freight carriers. One way to deal with conflicts, important for all involved stakeholders, is to build consensus. Local authority has to be a “mediator” in these discussions and negotiations. This approach of negotiations differs from majority rule decision making and everyone must agree on the final decision. This of course has an influence on the kind of decisions that can be made.

The paper will show that a rather wide set of topics can be handled in consensus.

Local authority can identify problems perceived by those relating to goods delivery in their cities, identify appropriate policies to resolve such problems and select effective measures to promote a cleaner, cost-efficient and energy saving UFT. Many examples exist of cases where freight operators have achieved benefits of open dialogue and working with Public Authority towards shared solutions. Local authority can reach consensus through a permanent local round table to harmonize different views of the players and to find common strategies and measures. These round tables should work out as a tool establishing a constructive dialogue to build consensus between each of the stakeholder groups to identify common problems as well as properly face them, define tangible impacts and solutions.

Regular round tables involving all relevant stakeholders are very effective to discuss problems and implement city logistics initiatives in cities. Establishing such platforms for discussing urban freight and relevant problems is crucial for successful UFT models. After all key players have agreed on shared policies and measures, the next step is their implementation and monitoring. Consensus building will benefit all parts involved.

PQPs is a mean to formalise consultation and development of the work undertaken through round tables. The format of PQPs should be appropriate to the scale and type of perceived problems during round tables discussion, from region-wide to a partnership with an individual authority. Freight transport operators rarely work in close partnership with authorities.

3. EMPIRICAL FINDINGS FROM EXISTING PARTNERSHIPS

3.1. Examples of Partnerships within relevant EU research projects and initiatives

Nine good practices across Europe were recorded and analysed within the Work Package 2 of the C-LIEGE project dealing with Premium Quality Partnerships as follows:

- Efficient Goods Distribution in Brighton & Hove (UK) – CIVITAS ARCHIMEDES
- Efficient Goods Distribution- Iasi, Romania – CIVITAS ARCHIMEDES
- Efficient Goods Distribution--Donostia-San Sebastián, Spain – CIVITAS ARCHIMEDES
- Freight Partnership, Planning and Routing-Ploiesti, Romania – CIVITAS SUCCESS
- Developing a strategic freight holders club- Norwich, UK – CIVITAS SMILE
- Promote and facilitate the efficient, economic, safe and sustainable distribution of freight(Bristol, UK) - START
- Develop logistics solutions that will be sustainable in the long run (Göteborg, SW) - START
- Reduce pollution and traffic congestion due to urban freight transport (Ljubljana, SL) - START
- Clear Zones Partnership - ConnectedCities

Among the others, several initiatives were taken in the context of the START project. Bristol's local freight network was established in 2003 in the form of a Freight Quality Partnership. The aim of the network was to promote and facilitate the efficient, economic, safe and sustainable distribution of freight in Bristol and the surrounding area. Bristol's freight network now involves some 20 organisations including 4 neighbouring local authorities, a range of interest groups and hauliers and retailers. In Göteborg, a local freight network was formed within the START project, which included participants from different parts of the transport chain, with the aim to have discussions and share knowledge about city distribution and problems. The stakeholders involved were transport companies, haulage companies, trade associations, real estate owners and retailers. Finally, the City of Ljubljana also established partnership in 2006 which includes representatives of local freight suppliers.

The state of the art review has revealed the importance of building Premium Quality Partnerships in the freight domain. All projects and pilot applications analysed in the C-LIEGE project (WP2) demonstrated that there are clear gains from engaging local authorities, regional government, public transport operators, business forums, retailers, logistics companies, vehicle manufacturers, technology suppliers and researchers in cooperation. These can all work together towards the broad objectives of energy efficient urban freight transport, can effectively promote new regulation related to UFT to pave the way towards clean last mile distribution and can also act as a consultation forum.

The state of the art review revealed as a general rule that optimisation of urban freight transport is only possible if a **balanced mix of measures is proposed and shared from the beginning, that is a combination of soft measures (short-term) with hard measures (long-term)**. Many of the measures and strategies need a cooperative approach. This is much easier to achieve in those measures which do not need all regional key players to work along the same lines, but which can give good results with a limited number of stakeholders, which cooperate on the base of own interest or incentives. Such approaches may appear limited at first, but they cannot be blocked easily by few disinterested stakeholders.

Finally no successful UFT management is possible without prior consultation with freight carriers, wholesalers, retailers, residents, etc. Public Authorities should make sure that they understand the complexity of logistics chains. They should actively learn about common interests of the stakeholders, both as individuals and as members of their stakeholder group.



Figure 1 – An example of PQP's meeting: Emilia-Romagna Region

3.2. Results and experience from the C-LIEGE Pilot sites

One of the main activities of the C-LIEGE project was the engagement of local stakeholders for the set-up and establishment of PQPs which were set up in the pilot sites of Montana, Szczecin, Emilia-Romagna, Hal Tarxien and Stuttgart. The C-LIEGE project re-activated operation of the existing PQP in Leicester while Tyne and Wear Freight Partnership is already successfully operating in Newcastle Tyne and Wear over the last 5 years.

To have a complete overview of all the results on the establishment of PQPs in the C-LIEGE pilot sites, including PQPs' objectives, composition and structure, operation and management, fundings, activities, successes and failures, please refer to the deliverable D5.3 - COMPILED REPORT ON C-LIEGE PREMIUM QUALITY PARTNERSHIPS.

The different step towards PQP establishment in each pilot site is briefly summarized below.

⇒ HAL-TARXIEN (MALTA)

How does Hal-Tarxien reach to establish and promote its PQP within the C-LIEGE project?

The problems identified and addressed within the Local round tables allowed to properly chose measures fitting the objectives of decreasing freight traffic into the city centre and offering the community an effective way to discuss problems and identify common solutions.

For each problem relevant strategic objectives were identified. No local or regional transport plan addressing urban logistics is in place. The final selected push and pull measures addressed the identified topics with the commitment of the engaged local stakeholders.

The PQP has been established. The Hal-Tarxien Local Council invited different stakeholders to join the Partnership. The stakeholders were selected according to their expertise. An official ceremony was held on the 1st March 2013, whereby six members signed on the PQP.

Lesson learned: The C-LIEGE project has been the sole driver behind the establishment of the Hal-Tarxien's Premium Quality Partnership. The PQP is currently confined mostly to Hal Tarxien. 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 heavy goods vehicles (HGVs) and light goods veshicles (LGVs) as well as consumer and manufactured goods

⇒ STUTT GART (GERMANY)

How does Stuttgart reach to establish and promote its PQP within the C-LIEGE project?

Reasonable objectives for the proposed measures were defined, but they needed to be adjusted and discussed in the fourth Local round table held in July 2013. All the problems raised during the round table sessions are mirrored in the push and pull measures that are being applied. Selection of the measures contributes to solve most of the problems. There is no specific freight transport plan for the area. All the selected measures are aligned with the mandatory topics and they intent to provide a concrete answer to identified problems.

The PQP in Stuttgart was established directly by the C-LIEGE project in 2013. The Stuttgart Region Chamber of Commerce took the lead in establishing the Partnership with the key objective to debate among members measures which improve downtown logistics.

Lesson learned: The experience in setting up the Stuttgart PQP has pointed out that the key factors that may influence success or failure are the necessity of a driver behind the Partnership 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 (CLM).

⇒ MONTANA (BULGARIA)

How does Montana reach to establish and promote its PQP within the C-LIEGE project?

During the round tables exercise no concrete objective was presented. After the first check the Local authority started defining objectives to contribute to the measures evaluation.

The selection of push and pull measures contributed to solve the identified problems. In Bulgaria is applied the Law for Road Traffic and its Implementing Rules. No specific objectives regarding urban freight in transport plans are in place.

It is envisaged that Montana PQP will be officially established at the fourth round table of the C-LIEGE project within year 2013.

Lesson learned: The main challenge faced in the PQP set-up was the difficulty in identifying the right stakeholders with regard to UFT at the beginning of the C-LIEGE project. Nevertheless, with the progressing of the project's elaboration together with the results of the

round tables` discussions, the list of PQP members selected will guarantee the successful implementation and sustainability of future activities. The PQP will focus on discussing and solving transport problems within the boundaries of the city and for smaller vehicles.

⇒ SZCZECIN (POLAND)

How does Szczecin reach to establish and promote its PQP within the C-LIEGE project?

All the objectives discussed and presented during the Local round tables are being taken in account on the defined measures to be implemented in the city of Szczecin. All the problems raised during the round table sessions are mirrored in the measures that are being applied.

There is no transport plan, considering urban freight transport, being developed or implemented. There is no transport policy implemented or planned addressing this topic.

Strategic freight transport plans will be based on analysis of Szczecin core parts freight traffic and will include the goals and activities for the medium and long term prospective. LFDP, prepared within the C-LIEGE project, will be included into the Strategy for Szczecin, which is being prepared by Szczecin Municipality. The PQP is currently in the planning stage and is expected to be officially established within years 2013-2014.

Lesson learned: There are not any regional policies or regulations regarding PQPs in freight transport. In accordance with Polish law, an PQP (the Act of Polish Parliament on public-private partnership) is not classified as a typical Public-Private Partnership (PPP). The future basis of the PQP functioning will be the LFDP, prepared within the C-LIEGE project. Several factors are expected to contribute to the successful PQP establishment, 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 stakeholders.

⇒ NEWCASTLE (UNITED KINGDOM)

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. 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 for FQPs setting up. In Tyne and Wear, the Local Transport Plan provided the platform for launching and development of Freight Partnership.

The Tyne and Wear Freight Partnership covers the districts of Newcastle, North Tyneside, South Tyneside, Gateshead and Sunderland in the United Kingdom.

Lesson learned: The most important lesson learned within the C-LIEGE project was 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.

⇒ EMILIA-ROMAGNA (ITALY)

How does Emilia-Romagna reach to establish and promote PQP within the C-LIEGE project?

The focus in Emilia-Romagna concerns the development of a harmonized framework / plan at regional level of city logistics rules. Each selected measure contribute to reach the main objective of the Emilia-Romagna Region as follows: harmonization of the rules at regional level. The selected measures fit with the objective as they specifically concern the issue of harmonization. The measures foster the applicability of the same rules at regional level, boosting administrative simplification at regional level, easier logistics operational planning and pushing towards green transport.

The measures are in line with regional and local transport plans (which include freight transport) as follows:

- Programme Agreement 2012-2015 for Air Quality;
- Regional Electric Mobility Plan.

Regional Electric Mobility Plan, in particular, is aimed at developing agreements with Municipalities in order to harmonize the rules of access to city centres for electric vehicles.

The PQP covers the entire Emilia-Romagna Region, which, given its considerable size and different governance, is both a key success and challenge for the C-LIEGE 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), with reference to freight vehicles under 3,5 tons.

Lesson learned: The most important lessons learned in setting up and running the Emilia Romagna PQP was the significance of group dynamics and the need of having a leader to drive the entire process. The governance of a crowded group of public authorities must be based on interaction, but also on leadership. Setting too ambitious goals would have endangered a clear and tangible result: the final objective was to define a common rule, which would push freight operators to shift towards the use of less polluting and more energy saving vehicles' fleets, allowing standard minimum time windows. It is foreseen that CLM will be established by Emilia-Romagna Region to act as chair and driving force behind the PQP.

⇒ LEICESTER (UNITED KINGDOM)

How does Leicester reach to re-active and promote its PQP within the C-LIEGE project?

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. The Partnership seeks to understand problems and issues relating to freight movements in Leicester and Leicestershire and to deliver solutions to the freight industry of the region.

In Leicester the PQP met more than 4 times during the time of the C-LIEGE project. This is because the Partnership was keen to meet quarterly to maintain and show firm commitment from the local authority. Most important problems were properly identified during the exercise in the Local round tables. Due to the national budget cuts additional problems came.

For each problem discussed at the round tables a specific measure was defined. Leicester has a transport plan and it is presented how the objectives of this plan fit into the measures defined within the C-LIEGE project. It is also presented how the actions concerning freight transport presented in the plan are aligned with the measures defined in the project.

Lesson learned: The key factors that may influence success or failure were identified as being: power of the group (political and financial), marketing (getting in the big players), regularity of meetings, showing actions and tangible results, recognition from peers, numbers of members joining. The European character of the C-LIEGE project has significantly enhanced the attractiveness of the Partnership, while it has also given it a platform to disseminate on an international level the work of the Partnership and Leicester City.

3.3. Overall findings from local concertation actions (Local round tables)

The local round tables held within the C-LIEGE project worked out as an effective tool to foster measures implementation. This strategic joint exercise developed a common understanding of urban transport issues, problems and needs among all stakeholders that contributed to the definition of common tangible objectives and therefore consensus building on the better targeted measures to each pilot. This cooperative approach between private and public stakeholders leads to a Local Joint Strategy and the first step to set up PQP.

The routine procedure created to check consistency is complementary to the monitoring and evaluation activities and contributed to a consistent local joint strategy. The analysis of the pilots results (identification of measure, partnership and strategies inconsistencies) allowed to strengthen measures selection and implementation.

The first assessment that was made, after the second round table, shown that pilot cities have used different approaches for the measure selection, as they are in different stages of development in what urban logistics is concerned. While some cities have analysed their problems in a holistic perspective and selected the measures to address the problem as a whole, other cities have selected a specific measure for a specific problem. Both are correct and related to UFT development stage of the pilot and the budget available.

The check that was made about problems and needs identified at the beginning of the project and at the roundtables showed that deeper discussions and a wider participation of different stakeholders type help to identify “new” problems and to understand in a more clear way the most relevant problems that are common to more than one type of stakeholder.

Some pilot cities have mentioned that they have some budget problems to implement measures and this could lead to implementation problems. After these acknowledge some measures (high budget and/or lower impacts) were disregarded from the pilots.

All Local round tables held within the C-LIEGE project debated the measures previously chosen and work towards implementation. While these measures are at different stages, it can be said that in no case a round table is facing failure or oblivion. On the contrary, they all have driven forward measures that would not have been taken care of otherwise.

As a positive impact related to the round tables and established PQPs, it is possible to point out that they are being led by the Local authority and they have direct access into the strategic decision making process and access to resources such as funds and staff.

As a negative impact it was possible to identify in some minor cases low interest from private sector groups (it has taken a lot longer for the round tables and already established PQP to attract regular attendance from private sector organisations) as well as lack of financial resources for established PQPs. All expenditure for the PQP needed to go through a lengthy process as the Partnership has no budget of its own, making things difficult to implement and often leading to delays due to external funding applications, lengthy internal processes etc.

For the transformation of the local concertation actions into a PQP, the participation of the private sector and other key stakeholders have been strengthened, more stakeholders have been involved, in participation number and trying to balance more PQP's type of actors.

4. KEY QUESTIONS FOR ESTABLISHING AND PROMOTING PQPS

The key questions which should be addressed to set-up and implement PQPs are as follows:

- ⇒ **WHO** should lead the process as well as which stakeholders should be engaged?
- ⇒ **WHY** is important to set-up and establish PQPs in urban freight transport domain?
- ⇒ **HOW** should be approached and engaged identified stakeholders groups?
- ⇒ **WHICH** level of cooperation should be looking for public and private stakeholders?
- ⇒ **WHAT** a Premium Quality Partnership should contain as well as formalise?
- ⇒ **WHEN** a Premium Quality Partnership should be set-up and run?
- ⇒ **HOW MUCH** funding should be needed to set-up and run PQPs?

Each aforementioned key question is answered and deeply described in the below sections.

4.1. WHO

- ⇒ **WHO** should lead the process as well as which stakeholders should be engaged?

The first step is to get an overview over the different types of potential stakeholders: this should include their specifics as well as why cooperation with them is necessary or desirable. With this understanding, approaching and engaging individual stakeholders is much easier.

The types of public and private stakeholders which should generally include are as follows:

- 1) Public institutions
- 2) Associations and other institutions which act as intermediaries between stakeholders
- 3) Private stakeholders
- 4) Other actors

1) Public institutions

A local administration's tasks vary widely among the member states of the European Union.

A **Local administration** usually has a number of relevant responsibilities in the field of transport. It might have an institutional role in the organization and development of passenger transport, but not in goods transport planning. Nevertheless, local administration can have influence in goods transport flows, including urban freight distribution.

Most of the local administrations have control over e.g. access restrictions and extending environmental zones. But in some localities the larger and harder measures must be implemented by the central or regional government. In most municipalities the UFT is viewed mainly as a problem of freight traffic, including parking and transport activities, environmental issues (noise, pollution and safety). Local administration should have an understanding about traffic levels – often separately for passenger cars and goods vehicles.

Local administrations have several ways to influence UFT planning and management:

- Setting framework conditions;
- Moderate a process;
- Getting involved as a player themselves.

The local authorities in many cases play the role of an intermediate between stakeholders. All the stakeholders of UFT have general interest in the decisions made and ideas and good practices must be communicated across all fields. Consultation procedures with private stakeholders provide a better understanding and allow defining shared action programs. Key questions to any local administration are as follows:

- Does a mobility plan exist?
- Does it explicitly cover freight transport?
- Does it analyze freight traffic flows?
- Does it suggest measures and which ones?

Which department(s), within the aforementioned Local Administration, should lead the process for the establishment and promotion of “Premium Quality Partnership”?

Planning, road traffic and local economic affairs may be handled in different divisions of the local administration. The department of the administration that has set up a mobility plan (or that is about to do it) is of course a key stakeholder potentially able to lead the coordinate and manage the establishment of Premium Quality Partnership. Internal communication

among different departments within Local administrations (e.g. Mobility Department, Environment Department, local/regional energy agencies, Economic Affairs department, etc) is essential in order to define policies in the same direction where needed is also of extreme importance. On the other hand, the internal communication can find out which policies cannot be aligned or which policies need not be tackled and can even be integrated.

Transport problems do not end at city limits. Check carefully whether identified problems you are going to address may involve the territory of neighbouring municipalities. If that is the case, check with the main **neighbouring local municipalities** about the information and engagement policy regarding its neighbours. Whenever you inform any neighbouring municipality about anything you are planning, check every step with the municipality you are mainly working with and get an opinion about implications of any suggested strategy.

Most of the local authorities have control and competence, for instance, on access restrictions, establishment and extending environmental zones, etc. Local municipalities are in most cases responsible for parking policy (local police monitor and enforce regulations concerning freight vehicles in terms of weight, emissions, etc), street management, building permits, land use as well as urban design, according with any regional framework and plan.

The **regional administration**, especially if associated to administrative competences, is particularly interesting in freight transport policies and measures because it concerns a wider territorial scale on which logistics phenomena and operations happen, in the sense that city logistics initiatives often does not only concerns the “last miles” but business, organizational and logistics processes on a wider territorial scales (supply chain management).

It is important to check out whether both local or regional administration has created any other body related to the subject (e.g. agency, institution, etc.), which may be responsible for policy design or implementation in a certain field. This body may cover the fields of energy, innovation and transport and they may be either public bodies or private-public partnerships.

2) Associations and other institutions which act as intermediaries between stakeholders

There is quite a number of relevant associations and intermediaries. Two main categories have been considered as follows: Chamber of Commerce and Business associations.

Chamber of Commerce

A **Chamber of Commerce** typically relates to an administrative area, e.g. a city or county.

A Chamber of Commerce usually shapes the policies which affect local entrepreneurs. A Chamber of Commerce consists of local businesses from a city or locality and its purpose is to promote local business interests. There are various Chamber models, from local and regional to state. The people occupying Chambers are elected representatives from the local businesses that protect their own business' interest.

In some countries, membership is compulsory, in other countries the chamber depends on the contributions of companies which joined voluntarily. Also, the scope of activities varies. In some countries, the chamber of commerce can join economic activities, in others it keeps strict neutrality. Also, the chamber may or may not have a budget of some size for own project activities or research. The Chamber of Commerce in any case is a relevant stakeholder in all questions regarding freight transport, trade and manufacturing.

Business associations

The topic of urban freight transport touches **business associations** in the field of retail, trade, transport, logistics, and manufacturing.

Manufacturers are commonly experienced with freight transport because of its necessity for transporting goods through Business-to-Business (B2B). The companies usually have extensive logistics tasks concerning export and warehousing.

A number of institutions may represent companies which engage in specific segments of logistics. Some associations or organizations may not appear to be very important at a national level, but might have a very active and highly professional regional and/or local role.

General associations of trade and retail may set up a local initiative in which retailers of the city are engaged. Such initiatives may even exist for specific areas of the town/city. These initiatives may be purely aimed at local marketing, but even if their core activity is limited they may have an overview on key players in urban retail trade.

3) Private stakeholders

Private stakeholders are very important in the decisional and implementation process of urban logistics measures and, from the relevant experiences, it became clear that public-private partnerships are crucial to develop innovative and efficient last mile solutions.

The role of the private sector consists in the private initiatives, that can be in cooperation amongst agents and can be part of an urban freight transport policy, particularly when public measures are taken to support this.

Among private players and representatives are, primarily, the individual businesses and companies to be involved in the establishment of PQP. Here it is important to take care of all fields of logistics as well as all fields of receivers/senders of goods which may be involved within consultation activities and consensus building. Logistics service providers ensure the distribution process and the delivery of the product to the consumer. Their main role is distribution, warehousing and other supporting activities.

Usually logistics service providers, due to the fact of being private entities, do not consider themselves as key players whose strategies, behaviour and actions are key issues to whether or not solutions proposed by the city will be successful and beneficial to the city and to themselves as commercial operators. Usually they tend to complain on the regulations implemented by cities even if these regulations focus on the congestion relief. This is because operators mainly experience problems at an operational level and do not typically consider the wider scope of the problems and proposed solutions.

The private actors' main interest is to find those aspects which help to improve their own businesses, or which can endanger their profitability lines. This includes a strong preference for short and mid-term solutions. On all else they usually will soon lose interest.

The private actors work in a competitive environment. They are generally willing to cooperate on common issues – but usually they will never accept cooperation with a competitor on a core issue. Even if such cooperation appears unavoidably reasonable to them, they may nevertheless prefer if each works separately with the same neutral institution.

Furthermore, a number of professional logistics operators may run facilities for cross-docking, intermodal transport etc., in a city and/or suburban area(s).

4) Other actors

There are a number of relevant other players and representatives. Three main categories have been considered as follows:

- Educational institutions, research institutes and consultants,
- Local media and general public,
- Political framework and parliaments

Educational institutions, research institutes and consultants

The first main group is that of educational institutions, research institutes and consultants. With logistics being a rather practical science, you may find experts in the scientific community not only in Universities, but in many types of educational institutions. All of these institutions may have quite some experience in this and adjoining fields, both locally and with regard to general technical or organizational aspects.

Local media and general public

Important “other” actors are the local media and the general public. Both should be informed about the on-going, typically the general public through the local media. The general public may have just a limited understanding about the flows of goods traffic. Experiences show a general belief that most goods flows mainly are from factories to shops. This much oversimplified view ignores the inter-industrial flows and the flows that end in other places than retail stores, although all this together is the vast majority of goods flows.

Political framework and parliaments

During any project work with administration at various levels, with organizations and with private representatives, the basic decisions on policies are with political bodies (known as councils, parliaments or assemblies). Each such body will probably have experience of and a clear process for dealing with conflicts and with decision making. In some cases, they usually follow the suggestions of party leaders or fixed coalitions, while other political bodies take pride in personal decision making and resulting across the board decisions as well.

4.2. WHY

⇒ **WHY** is important to set-up and establish FQPs in urban freight transport domain?

The urban distribution of goods is organised by private stakeholders (producers, carriers, retailers, final consumers), operating in an environment, the urban space, which is managed by Public Authorities. Local Authorities usually deal with private actors and deliberate decisions of market players.

Local Authorities have several ways to influence UFT planning and management:

- setting framework conditions,
- moderate the process,
- getting involved as a player themselves.

By involving relevant public and private stakeholders, Administrations can identify problems perceived by those relating to goods delivery in city, identify measures to resolve such problems and identify good practice measures and actions by local government and industry to promote economic, economical and efficient delivery of goods in the city.

Local round tables engaging both public and private key actors should develop a common understanding of urban freight transport issues, problems and needs, among all the identified stakeholder groups. Those common issues should promote the definition of **common objectives towards efficiency, environmental and social concerns**, leading to the elaboration of most appropriate and locally-shaped UFT measures and strategies able to properly face aforementioned local problems and needs.

The UFT selected measures should contribute to the urban freight goals as follows:

- improvement of energy efficiency/clean energy usage in UFT;
- improvement of traffic flow and safety;
- avoidance or minimization of unwanted/unclean urban freight traffic;
- optimization of urban freight trips/loads;
- supporting/cross-cutting urban freight transport actions.

These round tables should work out as a supporting tool to establish a constructive dialogue among public and private relevant actors to build understanding and consensus between each of the identified stakeholder groups on what the key issues should be, to identify relevant problems and needs as well as to define tangible impacts and solutions for urban freight transport problems that benefits all parties.

This continuative consensus building and constructive dialogue should finally lead to the establishment of Premium Quality Partnership in the respective territory where the identified and shared solutions will be applied. During the process leading to establish and promote a Premium Quality Partnership, urban freight transport issues should be checked against the strategies of the stakeholder groups involved in the concertation activities and consensus building actions. Foreseeable conflicts will be laid open and synergies will be searched for.

For logistics service providers there is a significant potential for improving their performance instead of complaining on regulations and solutions imposed by Local authority. Many examples exist of cases where companies have achieved benefits of open dialogue and working together towards solutions within a public-private partnership in UFT domain.

For instance, there are cities that have developed regulations on access restrictions (time windows), but allowing operators less strict restrictions if they use the consolidation centre to meet the load fill target and use an environmental-friendly vehicle. In this way both the city and the private sector benefit. **Cooperation amongst city agents should be part of an urban freight transport policy** (cooperation between public and private parties), particularly when public measures and solutions are taken to support logistics service providers.

The implementation of measures can be supported by making correct behaviour more attractive (i.e. financial support and licensing) or by discouraging other behaviour (i.e. pricing).

The routine procedure defined within the C-LIEGE project is supposed to be applied to local round tables to contribute in the definition of a consistent and complete local strategy for the site of application, ensuring that the identified relevant stakeholders will properly contribute to set up effective and shared UFT strategies to better fit all parties' needs and requirements.

The routine procedure created to check consistency is complementary to the monitoring and evaluation activities and contributed to a consistent and complete local joint strategy.

PQPs should represent the formalization of a step by step process based on problems and needs identification, definition of intervention's objectives, UFT measures selection (both soft and hard measures), verification of the coherency among selected measures with regional and/or local transport plans (which include freight transport), checking how much selected measures are able to effectively face identified problems as well as defined tangible targets (environmental, energy, economic, freight transport).

This cooperative approach between private and public parties should lead to set-up a PQP.

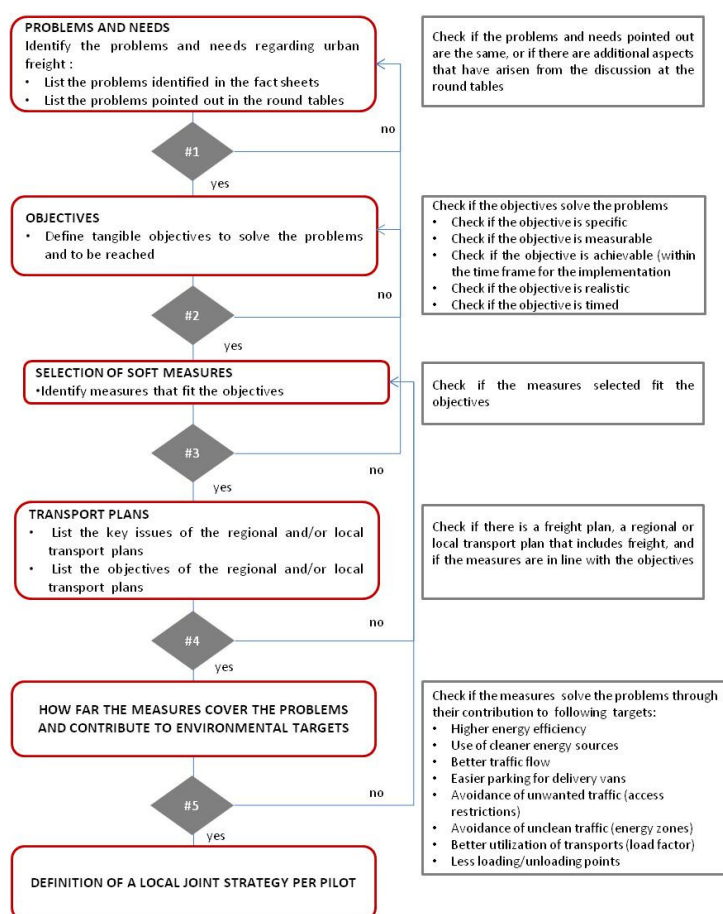


Figure 2– Routine procedure to check completeness and consistency

On the basis of the experience achieved by the C-LIEGE pilot cities in applying the above mentioned routine procedure, some recommendations can be point out as follows:

- have a clear definition of common and shared problems and needs
- have a clear definition of objectives enabling their further evaluation;
- perform a cross check between problems and measures to verify if we are selecting measures that solve identified problems and needs;
- analyse budget issues for the implementation of selected and shared measures;
- define an action plan for the measures implementation;
- understand how the success of the selected measures will be finally assessed.

The aforementioned measures should contribute to the common urban freight goals:

- improvement of energy efficiency/clean energy usage in UFT;
- improvement of traffic flow and safety;
- avoidance or minimization of unwanted/unclean urban freight traffic;
- optimization of urban freight trips/loads;
- supporting/cross-cutting urban freight transport actions.

Within the framework of a PQP, the measures previously chosen during local round tables discussion should work towards their full implementation.

For the transformation of local round tables into a PQP, participation of the private sector and other relevant stakeholders have to be strengthened, trying to balance more the partnership type of actors. This should properly face potential difficulties as follows:

- low interest from private sector groups (without the private-public participation a PQP is not as representative and effective);
- lack of financial resources (all expenditure for PQP needs to go through a lengthy process within the Local authority as generally Partnerships have no budget of its own which can often lead to delays due to external funding applications, etc).

4.3. HOW

⇒ **HOW** should be approached and engaged identified stakeholders groups?

The main question to be addressed is as follows: how can you approach and engage the identified stakeholders groups for establishing and promoting PQP?

For each stakeholder's type, it is suggested - upon practical experience with local and regional stakeholder groups - to get an overview regarding the following questions:

- Which are the members of the stakeholder group (institutions / persons)?
- Is it possible to get a list of all stakeholders of that group? Is it necessary?
- Do you already know some of the group members?
- Do you already have working relations with some members of the group?
- Which are the prominent persons / speakers of the group?
- What is their mission and interest?
- What can they deliver to the project and its environment?

The key aspect to be considered when approaching the identified stakeholders groups is to clearly understand their respective role in the definition and further implementation UFT measures and strategies: check which stakeholders you need to inform, to consult, with which you want to collaborate as well as which are controlling their respective process.

For an effective establishment and promotion of PQP, two main levels of engagement should be considered in the process as follows:

- Consultation: to obtain stakeholders' feedback on analysis, alternatives and/or decisions; it involves acknowledging concerns and providing feedback on how stakeholders' input has influenced the final decision.
- Collaborate/Partnership: to work as a partner with the stakeholder(s) on each aspect of the decision, including the development of alternatives and identification of the preferred solution(s) to better managing last mile deliveries and supply chain.

Approaching the stakeholders is rather easy if a personal contact was established already before. Generally, key persons should nevertheless be contacted individually (usually better by phone than by email, but an email may announce the phone call).

In the private sector, associations will generally have to be approached individually. Key persons in the local administration need special consideration because any PQP will not be properly established and worked without an effective involvement of the local administration where urban freight transport measures and policies will be implemented and evaluated.

It is important for all parties involved in UFT to build consensus. The **Local authority has to be a mediator in the discussions and negotiations**. The potential conflicts within a PQP can be vital for future collaboration and needs to be solved.

This approach of negotiations and collaboration differs from majority rule decision making and everyone must agree on the final decision. After all relevant parties have agreed on a decision and signed a joint partnership institution, the next step is the implementation, so it is vital that the consensus building and conflict resolution will benefit all parts involved.

4.4. WHICH

⇒ **WHICH** level of cooperation should be looking for public and private stakeholders?

The main question to be addressed is as follows: which level of cooperation you are looking for public and private key actors? It is possible to distinguish different levels of cooperation, moving from simple and non-formalized forms to a complex and formalized forms of cooperation. The levels of cooperation to establish and promote a PQP should be as follows:

1. Information-sharing and creating a co-operative discussion group;
2. Coordination of the stakeholders' individual strategies, programmes and projects;
3. Drafting joint visions, goals, strategies and programmes;
4. Joint development and implementation of projects and measures;
5. Joint institution(s).

The first two levels (information sharing and coordination) are still rather non-committal: relationships and institutional linkages become cooperative, but each stakeholder keeps his full independence. On the third level, all stakeholders work concretely together and produce a joint document that outlines a future scenario that all the parties aspire to.

On the fourth level, this working together manifests itself in joint actions and programmes, such as a city logistics project that are jointly planned and implemented. But such level of cooperation may not go beyond the scope and lifetime of one project. This status significantly changes on the fifth level, when stakeholders actually form a joint organisation, that would typically be long-term oriented, have some kind of central steering and include more than one project. Which level of cooperation has been addressed in the C-LIEGE pilot cities?

The local round table discussions held in the C-LIEGE pilot cities have brought together key local public and private key actors in the field of urban freight transport. Information was shared between stakeholders, key issues and challenges were jointly discussed and analysed as well as the round tables' participants were able to agree on a few priority and locally based measures to be implemented within the C-LIEGE project.

Thus, the first three levels of cooperation (information sharing, coordination and drafting joint visions) were initially taken through the different round tables sessions.

There has been often dialogue between local authorities and business stakeholders, but it has been often not very constructive leading to achieve concrete results. PQP should provide a framework for constructive dialogue and consultation to get things done where each engaged stakeholder can bring a range of initiatives and added value proposals to the table.

The challenge step has been to build, upon these first achievements, a consolidated and shared urban freight transport strategy (jointly designing, implementing and monitoring urban freight transport measures) and then moving towards a joint partnership institution (jointly discussing, preparing and setting up an urban freight transport partnership).

The question whether or not it is appropriate to reach a formal agreement with the main stakeholders, which have been engaged during the process, should be answered upon local/national conditions, peculiarities and constraints (including relevant legislation/laws).

Based on relevant experiences across Europe, formal existing agreements are simply statements of best intentions, rather than anything that is legally binding with specific obligations for PQP's signers. Most PQPs do not have any formal agreement but have a verbal commitment to the Partnership's objectives, including issues from each stakeholders group's perspective and, in some cases, the list of the proposed and shared measures.

4.5. WHAT

⇒ **WHAT** should PQP contain as well as formalise?

One of the most important aspect for the establishment and promotion of a PQP is “what” the partnership should contain. The main question is: what should a PQP take care of?

PQP’s contents (i.e. Work Programme, Action plan) should be based and coherent with any Local Freight Development Plan (LFDP), Local Transport Plan (including passenger transport) as well as any relevant consolidated strategy and position papers already defined.

A priority of any PQP should be to develop a detailed work programme or action plan that sets out the specific initiatives that the Partnership will undertake. The aforementioned action plan should set overall objectives or terms of reference to be established at the start of the process, agree upon shared solutions and measures, develop relevant implementation plan.

The first step is the identification of specific issues and problems affecting urban freight transport and last-mile delivery, thought an open and constructive dialogue with local stakeholders. Once clearly identified most important issues and constraints as well as setting objectives, the further step is the definition and agreement upon shared measures and solutions to effectively face identified problems and needs, reaching the defined objectives.

PQP’s contents should represent a mixture of ‘quick wins’ **short-term measures** (which can be delivered relatively quickly with high margin of success) and indications upon ambitious **long-term measures**. The proposed solutions should be within the PQP’s competence to resolve and properly address specific problems and needs indentified at beginning phase.

Strategies of intervention have to lead to a more efficient management of the demand for urban haulage of goods. The collection and interpretation of the data set and information collected at the beginning phase to identify most important issues and constraints, will allow to effectively plan and implement short-term measures for UFT reorganization.

Possible interventions to be implement in the short-medium term must necessarily be of organizational and management character and do not provide transport infrastructures or technological interventions, as they require more extensive implementation time intervals and significant economic resources. For this reason, organizational and management measures,

technical and regulatory interventions aimed at improving efficiency of distribution of urban freight should be identified and agreed within PQP to optimize the use of existing infrastructures (nodes and corridors) as well as logistics and mobility in urban areas.

Short-term measures should be discussed and shared with key engaged stakeholders in local PQP's meetings (local round tables) to enhance UFT efficiency in economic, social and environmental terms. These measures should include a balanced combination of:

- regulative measures in terms of incentives and restriction (pull and push measures);
- pricing measures;
- organizational measures.

Previous experiences and applications in different European cities and regions have shown that there are no unique and standard "rules packages" applicable everywhere, but each city/region has to identify policies that are more responsive to their specific needs and mobility patterns. It is necessary that the action taken by PQP's promoter/leader is carried out through systems of UFT market regulation, characterized by a set of coordinated push and pull measures, consistent with the reference context, its weaknesses and specific needs.

Overall purpose of PQP should be to formalize the commitment of engaged stakeholders to promote and actively support all initiatives aimed at reducing negative impacts on urban mobility, limiting the emissions resulting from freight traffic and encouraging freight operations to use environmental-friendly vehicles, according with the common rules and standards (e.g. FORS, other recognition schemes) agreed within local round tables.

4.6. WHEN

⇒ **WHEN** a Premium Quality Partnership should be set-up and run?

Policy makers should be clear about the issues they want to engage private sector in consultation and joint working on and to decide how best to use time and efforts of the private sector in these initiatives. Specific proposals should be presented to PQP's participants. Meetings are not only places for information and discussion but also places for "negotiations" on specific local policies and measures able to influence UFT market.

Local authorities should start thinking about PQP in UFT when they are looking for sustainable mobility strategies able to encourage best practices and transport demand management measures towards environmentally, energy efficient, economic and safe freight transport in urban and/or regional areas. Public Authorities should have clear understanding and awareness upon the potential benefits in setting up and running PQPs.

Local authorities usually regulate essential areas of urban freight transport, mainly those referred with access restrictions (tonnage and size). By planning and implementing of measures as access restrictions, optimization of routes, urban logistic plans, innovative financing models, incentives, etc. – to be shared and agreed within PQPs - they can influence UFT planning and management towards a more sustainable governance model.

Progress should be regularly reviewed against baseline information agreed at the outset of the process with respect to initial objectives and against any relevant LFDP or transport plan.

Qualitative monitoring should be supplemented by quantitative monitoring, where possible, although the latter may be more difficult to carry out. It is important that the monitoring and feedback is not an isolated task but a frequent and integral part of the process influencing the direction and scope of the work programme. Once the basics of the Partnership have been clarified and agreed (partners, goals, structure, leadership), it is useful to hold a launch event to inaugurate the Partnership. A launch event helps to announce the beginning of PQP to the general public and may also bring the Partnership to the attention of potential members.

4.7. HOW MUCH

⇒ **HOW MUCH** funding should be needed to set-up and run PQPs?

In order to set-up and run a PQP, secure funding and resources are needed from public and private sector. Firstly, resources specially allocated for officer time (see City Logistics Manager- CLM) to establish and manage PQP is needed. Officers time from other relevant departments within the Public authority, which might be involved in the process, as well as resources for local round tables organisation to engage stakeholders are also needed.

Once the PQP is established, further funds are required for the delivery of specific UFT measures (short-term and long-term measures) as defined and agreed within the PQP.

The amount of resources required depends upon what measures have to be implemented: *“The amount of money required obviously depends upon what you are planning to implement and may range from a couple of thousand pounds for the production of maps showing preferred routeing and access restrictions to tens or hundreds of thousands for capital works such as junction improvements or new lorry parking or freight terminal facilities”¹.*

Within the C-LIEGE project, the majority of the PQPs 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's PQP has received a specific funds 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. Costs for the newly established PQPs are at a minimum at this stage, mainly associated to meetings costs.

¹ Source: Freight Best Practice, A guide on How to Set up and Run Freight Quality Partnerships, Department for Transport (DfT).

5. OVERALL PROCESS FOR ESTABLISHING AND PROMOTING PQPS

A generally suitable methodology for setting up a PQP is, of course, difficult to provide. Much depends on the unique local starting conditions, both in terms of freight transport problems, constellation of local stakeholders and even personalities of key persons.

Some C-LIEGE pilot cities already have some experience with setting up or even running freight transport partnerships and their lessons of experience have been shared among all pilots allowing to point out transferable recommendations and approaches.

Key tasks and actions for establishing and promoting PQPs are described below.

- ⇒ *Identify, mobilise and enlist the right partners*
- ⇒ *Define the partnership's overall mission*
- ⇒ *Define the partners' rights and duties*
- ⇒ *Define the organisational structure of the partnership*
- ⇒ *Appoint committed leadership/management*
- ⇒ *Identify and secure the necessary resources*
- ⇒ *Officially inaugurate the partnership*
- ⇒ *Develop a short- and medium-term plan of action (Work Programme/Action Plan)*
- ⇒ *Identify and start work on concrete projects*

- ⇒ **Identify, mobilise and enlist the right partners:** Membership of the partnership should include the most important local stakeholders in the field of urban freight transport. Special efforts have to be made to mobilise and convince those actors that are crucial for developing truly relevant strategies and the implementation of projects. This relates especially (but not exclusively) to representatives of the city administration and the city council as they also give the partnership some political legitimacy. Involvement of operators is also important but this can be difficult to secure given the business pressures operators are facing (especially in the present

economic climate). In the end, the number of members should still be small enough for effectively working together and developing personal relationships.

- ⇒ **Define the partnership's overall mission:** The partners need to agree on the overall goals that will guide the partnership's future development and actions. This mission should be inspiring and not be a detailed action plan. It is important that all partners agree on the mission and that it is put in writing e.g. in an official mission statement.
- ⇒ **Define the partners' rights and duties:** It is beneficial to have a clear understanding and explicit statement regarding the rights and duties each participant has, both in regard to the partnership but also the organisations that the partners represent.
- ⇒ **Define the organisational structure of the partnership:** PQP can take many different forms, both in terms of their internal structure (committees, assemblies, management, frequency of meetings etc.) and their legal status. The latter can range from more informal partnerships to legally registered partnerships. No specific form or structure is prescribed, but a minimum standard should be that the partnerships have specified in writing and jointly agreed their structure and status.
- ⇒ **Appoint committed leadership/management:** In order to achieve dynamic and effective PQPs it is necessary that they appoint committed persons as leaders, officers or managers. These will oversee the overall operation of the partnership, guide its future development, convene and chair partnership meetings and manage the implementation of joint projects. Again, no particular positions or levels of authority are prescribed, but a requirement to indeed appoint a first set of leaders and define their work. The City Logistics Manager (CLM) should properly cover this role.
- ⇒ **Identify and secure the necessary resources:** Apart from particular projects, that require respective funding, the partnership itself needs adequate resources for sustaining itself. This relates at a minimum to meeting and office rooms (perhaps only part-time, shared or only sporadically), postal and telecommunication services for internal and external communication, salaries for employees or, alternatively, work time committed to the partnership (in case the partnership does not have its own employees). Ideally the partnership should have its own budget, covered by its partners or funding programmes. But even if the resources necessary for running the

partnership are brought in as in-kind contributions, it needs to be ensured that the resources are indeed available and are clearly committed.

- ⇒ **Officially inaugurate the partnership:** When the basics of the partnership have been clarified and agreed (partners, goals, structure, leadership), it is advisable to hold an official ‘inauguration’ ceremony in which the partners e.g. sign a joint declaration or constitution and announce the beginning of the partnership to the general public. In a way, this event would mark the official beginning of the partnership’s existence.
- ⇒ **Develop a short- and medium-term plan of action (Work Programme/Action Plan):** A partnership without any plans for the immediate future is in danger of soon becoming irrelevant or withering away. Setting up and agreeing on a short- and medium-term plan of action proves the partnership’s ability to bring together its members behind collective activities and bring about tangible outcomes. In setting up such an action plan, care should be taken to balance concrete, short-term actions and expectations with more ambitious, future-oriented tasks. This plan, if based on a comprehensive and coherent analysis and agreed among stakeholders can function as or be an integral part of a Local Freight Development Plan.
- ⇒ **Identify and start work on concrete projects:** Mere plans without actions would, however, be perceived as fruitless discussions and quickly frustrate the members of a partnership. It is therefore paramount for the young partnerships to right from the start identify and start work on concrete projects. This is also why the project stresses that in addition to a LFDP each site commits itself to two additional urban freight transport measures to be started and implemented within the pilot phase.

6. CITY LOGISTICS MANAGER LEADING THE PROCESS

The City Logistics Manager (CLM) is part of the overall mobility management of a city.

CLM should be the key figure for planning, managing and coordinating goods movements in cities with overall aim of improving efficiency and effectiveness in a perspective of environmental, economic, energy and social sustainability of last-mile deliveries. CLM should study the ways to properly meet UFT supply and demand in order to ensure necessary level of service, while minimizing congestion, pollution, accidents and, possibly, transport costs.

CLM has to act as binding agent and not as an additional function, as a subject expert able to identify the areas of impact of mobility and transport policies on the logistics chain and to formulate operative hypotheses based on his knowledge and vision of the sector.

CLM should support Local authority in the activation and coordination of PQP's meetings by:

- identification and involvement of the main key local stakeholders groups;
- managing and coordinating meetings between the potential members of PQP;
- selecting and encouraging relevant stakeholders to actively participate in the implementation of UFT reorganization upon PQP's main agreements and statements.

CLM should define - in cooperation with the Local authorities as well as value chain stakeholders - regulative measures (restrictions and incentives) that are more appropriate for the local context of application, taking into account indications derived by consultation activities designed to summarize interests and needs of the different engaged stakeholders.

Based on the extensive process of consultation with all involved stakeholders within local round tables, CLM will support Public authority in formalizing and signing PQP in which the involved parties formalize their commitment to adopt measures/actions aimed at supporting the program of minimizing energy consumption and pollutant emissions resulting from UFT.

CLM should support and coordinate Local authority in PQP setting up preparation.

This activity will set reference document or position paper agreed by the interested parties (engaged local stakeholders), which should define, among the others, the following issues:

- urban area(s) of intervention by restrictive measures (push measures) and incentives (pull measures), regarding transit and parking of less efficient freight vehicles;

- logistics supply chain which will be included in the new regulative framework, identifying clearly supply chains and categories of operators excluded;
- times and manners for the gradual replacement of more polluting freight vehicles;
- establishment of progressive time restrictions for freight vehicles that are less efficient from an environmental, logistics and economic (external costs) viewpoint .

Local authority, trade associations and engaged organizations will have to commit to undertake the following actions to:

- support initiatives and measures, envisaged by the Local Administration and shared within the local round tables, for the reorganization of the distribution of selected logistics supply chains in the area(s) of intervention;
- promote gradual replacement of more polluting vehicles in the agreed manner and time, while delivering the necessary permits to access the area subject to limitations;
- restrict access and arrange the time for loading/unloading goods for third parties for the selected urban area(s) to be regulated by specific decree (e.g. ordinance);
- establish a possible recognition scheme through which freight vehicles will be registered on the basis of minimum parameters established in PQP and/or LFDP;
- protect, through the use of specific extended time windows, “virtuous” companies that adhere to the purposes specified in PQP, participating actively in achievement of the objectives laid down by Regional/National and Community regulations and directives.

The CLM’s prospective, which should be put in place and spread within PQP’s process, is to:

- meet freight transport needs in the city in compliance with the targets of reducing environmental, social and economic costs connected to UFT (e.g. reducing air and noise pollution, reduction of urban congestion, increase energy saving, etc.);
- increase efficiency of the goods distribution system as a whole (e.g. reduction journeys and distances, increasing vehicles loading, route and load optimization);
- improve accessibility of goods in the city with particular reference to eco-friendly and sustainable energy modes of transport (e.g. benefits for "virtuous" operators);

- influence and promote key local actors involved in the city logistics and distribution processes (e.g. transport operators, traders, etc.) to meet their mobility needs for goods collection and delivery by relying on sustainable goods distribution systems;
- guide and facilitate Local administrations and main stakeholders involved in urban logistics towards the establishment of a medium-term agreement between the parties (e.g. FQPs, memorandum of understanding, etc.) that defines and regulates the reorganization plan for distribution and collection of goods in the city;
- carry out and coordinating concertation and consensus building activities engaging key local actors to discuss, define and agree on proper actions and shared measures;
- ensure coordination of activities relating to the reorganization of urban goods distribution with the activities of Mobility Management for passengers transport.

Public and private sector should work together – by the coordination and support of CLM - in order to determine the success of UFT initiatives in European urban areas. Policy makers should try to create good working relationships with companies involved in freight transport and logistics working in their areas, through the creation of joint public and private sector working groups, platforms and networks. All stakeholders have to be included representatives of small and big transport operators, shopkeepers' associations, retailers, city residents, users, city interest groups. The aforementioned process should be coordinated and managed by Local authority with the support and valuable contribution of the CLM.