

Kerb Dock Project Evaluation Report:

Lessons learned from a river freight trial

Client: Impact on Urban Health/Grid Smarter Cities
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steer

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Kerb Dock Project Evaluation Report - Executive Summary

The Kerb Dock Project

The Kerb Dock Project (hereafter referred to as 'KDP') was a trial at Bankside Pier (Southwark, London) to test proof of concept and impact of bookable loading bay technology in supporting river freight movements, funded by [Impact on Urban Health \(IoUH\)](#).

The bookable loading bays and coordination of the project was provided by Grid Smarter Cities (Grid). For more information on Grid and the project please click [here](#).

Steer's role evaluating the KDP

[Steer](#) is an independent, employee-owned consultancy working across cities, infrastructure, and transport.

Steer was commissioned to evaluate the KDP. This included assessment of both the process for delivery and impact.

Delivery of evaluation

Steer worked with Grid and IoUH to create an evaluation plan based on core questions. These were used in the stakeholder interviews and workshops.

Steer delivered qualitative and quantitative elements to this evaluation. Throughout the delivery of the KDP Steer engaged with key stakeholders across three phases of interviews, and two workshops, in addition to quarterly Steering Group Meetings. Steer also analysed air and noise pollution measurements recorded on location on a monthly basis between March to November 2023.

Evaluation was undertaken between November 2022 until the end of November 2023. In total, Steer spoke with 33 stakeholders representing operators, local authorities, transport authorities, businesses, BIDs, river freight users, interest groups, and service providers.

Format and intention of this document

Through our analysis we found four key themes regarding river freight, these are summarised below. These themes were used to create an action plan which we consulted with stakeholders to finalise. This document includes the key findings of these themes and the action plan which provides tailored guidance on the actions to carry forward which emerged while undertaking this evaluation exercise.

Theme 1: Policy and Planning

It became clear that a key theme would be the interaction between policy/ planning and the support of river freight. It was found that strong policy and planning support is required to enable river freight. Strategic coordination is needed to support local authorities and operators to develop scalable approaches and clear messaging.

Theme 2: Managing River Freight Locations

Lessons from trialling river freight at Bankside pier include understanding the scalability of river freight, type of vehicles collecting from boat and integrating a new movement of deliveries to a congested space. It was found that light freight can be accommodated on passenger piers and at busy pedestrian areas. However, this will require ongoing monitoring for eligibility of scaling river freight at this location.

Theme 3: Operator Perspective

This theme explores how operators found using the KDP and whether it supported cross-docking from river to road. It was found that operators both on the landside and using the river found the KDP to be useful for transshipment to commercial vehicles. However, further investigation is required to support cross-docking for cargo bikes. While, the existing arrangement is functional, scaling may require additional infrastructure.

Theme 4: Local Monitoring and Engagement

The KDP produced useful information on the impacts of cross-docking and the methods used to monitor this. It was found the KDP did not negatively impact air quality or receive any complaints from the local community. However, further investigation is required to determine what formats of data would best support operators and public sector decision makers, if similar interventions were proposed across central London.

Value for money assessment

Throughout the project Grid has been working on understanding the costs for river freight activity both on river and land.

Action Plans

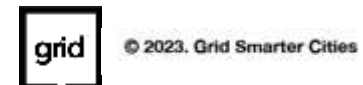
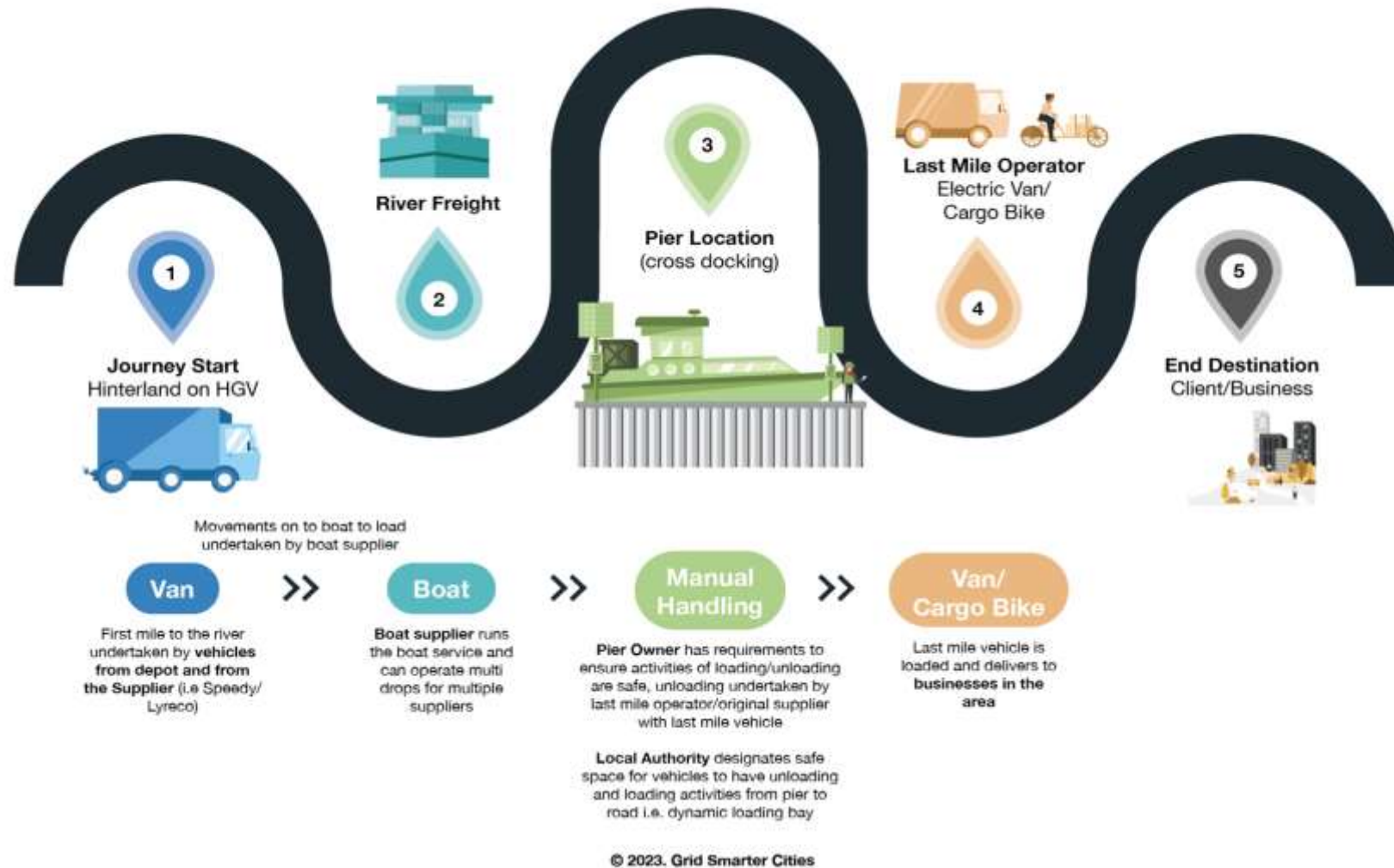
Steer has drawn from these learnings to provide guidance on possible next steps for the relevant stakeholders. These actions are both specific (e.g. actions for IoUH) and general (i.e. actions for 'local authorities').

The action plans outline how Grid/project partners will need to handover management and monitoring of the KDP. IoUH should consider further opportunities to support the understanding of river freight in London.

Southwark and other local authorities should explore sites for the scale-up of river freight and support this through policy and planning. Regional/national bodies should provide coordination and oversight to upscaling river freight in the long-term.

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This graphic shows the stages from start to finish in a river freight journey. The project specifically looked at the transition between stages 2-4 and engaged in depth with the stakeholders responsible at each stage.



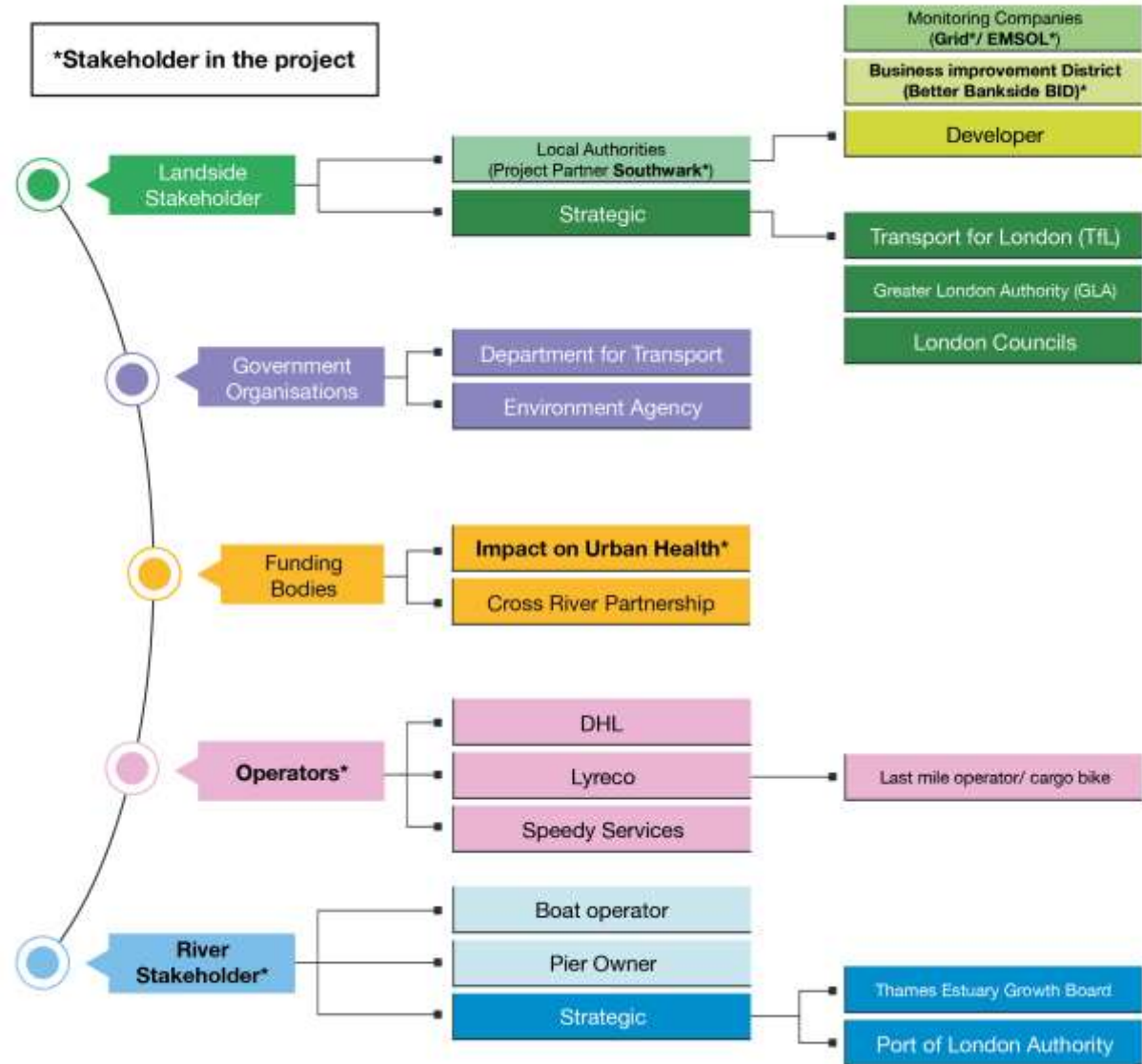
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Stakeholder identification, classification and management has been critical to the successful delivery of the Kerb-Dock Project. The key stakeholders for this project are the following:

- Funding body- Impact On Urban Health
- Grid Smarter Cities- Kerbside Management
- EMSOL- Air Quality and Noise Monitoring
- Steer – Evaluation partner
- Local Authority- Southwark
- Business Improvement District- Better Bankside BID
- Operators- included DHL
- River Stakeholders

The diagram on the left showcases the amount of stakeholders has increased throughout the project and we have noticed the responsibilities for each stakeholder in the remit of river freight.

As part of this evaluation plan there is an action plan that will show which actions can be undertaken by the stakeholders that have been involved.



Kerb Dock Project Evaluation Report – Executive Summary

Theme 1: Policy and Planning



It was found that a barrier to river freight is the large number of stakeholders, and uncertainty of roles. A unified approach with singular direction would support uptake.



River freight is positively regarded by decision makers and is recognised as aligning with their broader aims.



Freight operators require safeguarded access to riverside infrastructure and landside space, in order to invest in river freight over the long-term.



Current planning conditions overlook and under-prioritise consideration for freight in riverfront & safeguarded wharf locations.



Local Authorities have the opportunity to influence change but this requires internal coordination between stakeholders in multiple departments.



Many Local Authority planning policies encourage river freight. However, for developers there are a lot of uncertainties and risks. The current planning process is not firm enough to encourage them to undertake these risks.



The KDP found producing the necessary Traffic Regulation Orders to be more complicated than anticipated. Southwark is now well placed to streamline this process moving forward.

Theme 2: Managing River Freight Locations



Bankside, like most central London piers is prioritised as a 'place', with high levels of pedestrian footfall. However, freight operations can be delivered in such locations without significant impact.



The pier area already experienced existing delivery challenges impacting operators and the community. The KDP helped manage these conditions and reduce impacts from the river freight activity.



Site visits found that there were non-project related freight movements which caused congestion and potential to negatively impact pedestrian activity.



Passenger piers are capable of supporting light freight operations without any major impacts on users (subject to limitations on operations).



The KDP further developed understanding of suitable locations for river freight within central London. Ongoing investigation and monitoring is required of scale, useability, and impacts.

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Theme 3: Operator Perspective



Cargo bike freight movements can successfully be carried out from passenger piers to a certain scale and they should continue to be managed alongside passenger use.



Infrastructure improvements from river to road may require further tailoring to suit cargo bike use cases. Future developments in the regulation of cargo bikes may enable better use of cargo bikes & cross-docking approaches.



The Kerb Dock Platform was easy to use and provided benefit to operators.



The KDP showed proof of concept in supporting river freight cross-docking commercial vehicles.



The KDP facilitated alignment of cross-docking timings, by providing higher certainty that loading access will be guaranteed at the necessary time to meet the boat.



River freight is cost comparative to road freight when externalities are accurately priced. Changes in approach and scale will bring down costs further.

Theme 4: Local Monitoring and Engagement



The KDP showed river freight activities can be conducted without detriment to local air quality, and removed polluting vehicles from the road for river freight deliveries.



Local air quality monitoring has high external uncertainties. While data supported the project, further investigation is required to provide the data stakeholders require to support decision making.



The KDP monitoring showed proof of concept and measurably removed vehicles from the road, supporting aims including reducing air pollution.



River freight trials should be carefully communicated with local residents and businesses to allow projects to support local aims and avoid hindrances to progress.



The KDP was communicated well and enabled river and road operators to discuss longer term solutions. River freight projects require dedicated stakeholder engagement.



Trials such as the KDP are useful exercises in facilitating connections between stakeholders including operators, Local Authorities, and at the strategic level.

Glossary

Term	Meaning
Bookable bays	Bays which can be pre-booked using Grid Smarter Cities Kerb platform. Primarily referring to the two bays outside of The Swan/The Globe on Bankside riverfront
Cargo Bike	A bicycle built/adapted for the movement of goods
CLOCS	Construction Logistics and Community Safety - best-practice scheme for construction industry
Cross-docking	Term for transshipment of goods from river to last-mile vehicle
CRP	Cross River Partnership – a partnership delivering environmental, economic, and community-focused projects. CRP have worked closely with river freight and organise a trial alongside the KDP at Bankside
CRP's Thames Directory	Cross River Partnership's Thames Directory is a list of information and contact details for relevant stakeholders supporting river freight on the River Thames
EMP	Environmental management plan, submitted through planning process to show environmental impacts are understood and mitigated
EMSOL Sensors	EMSOL provided the air quality and noise monitoring sensors, these align exceedances of measures against video footage to determine causation

Term	Meaning
ETO	Experimental Traffic Order
ETMO	Experimental Traffic Management Order
FORS	Fleet Operator Recognition Scheme - best-practice scheme for fleets
HGVs	Heavy Goods Vehicles
IoUH	Impact on Urban Health – part of Guy's & St Thomas' charitable foundation, funding and delivering projects investigating and improving health outcomes in South London. IoUH funded the KDP
Kerb platform	Kerb is a digital kerbside management product offered by Grid Smarter Cities allowing businesses/operators to book timeslots in loading bays
KDP	Kerb Dock Project – the kerb-dock project refers to the project testing the combination of the Kerb product with river freight elements at Bankside Pier
LGVs	Light Goods Vehicles
New Globe Walk	The road providing access to the Bankside area
NOx	Nitrogen oxides - negatively impacting air quality and public health
PCN	Penalty Charge Notice - a fine given for motor vehicle offences

Term	Meaning
Pier arm	The walkways to access a pier which pivot with changes in the tide
PLA	Port of London Authority, the public trust which governs the Port of London
PM10 /PM2.5	Particulate matter and pollution formed directly from sources such as motor vehicles and industries and particularly harmful to human health
Safeguarded Wharves	Wharves afforded special status by the Mayor of London and PLA to ensure they remain working wharves protected from redevelopment
TfL	Transport for London – the transport authority arm of the Greater London Authority
TMP	Traffic management plan, submitted through planning process to show traffic impacts are understood and mitigated
TRO	Traffic regulation order, document prepared by local authority to make changes to the road network, in this case for the installation of the bookable bays
ULEZ	Ultra Low Emission Zone

Next steps: Development Areas and Action Plans

In this
section:

- Next steps for core stakeholders
- Action plan:
 - Coordination and oversight
 - Policy and planning
 - Managing riverside locations
 - Operations and demand

Through broad stakeholder engagement on the Kerb Dock Project (KDP) we have developed some insight into the future of river freight in London and actions that stakeholders have highlighted as productive and achievable.

The following section outlines three overarching areas which will need to be developed in coming years to support continued growth of river freight

It also includes action plans with specific stakeholder actions to be delivered in the short-term.

Key Development Area

Road Access



Road-access and cross-docking is a key element of the puzzle that needs to be addressed to unlock increased scale of operations

Challenge:

- There is a very limited number of locations which are available for river freight operations, especially within central London.
- These locations are currently further limited by a lack of infrastructure to support safe cross-docking
- Operators require longer periods of time for cross-docking activities than current standard loading requirements allow for, meaning river freight activities would accrue fines and damage of reputation.
- Operators (road and river) have made clear that digital loading bays strongly support cross-docking between the river and motor vehicles.

Ownership:

Local Authorities are the key stakeholders required to take ownership of this development area. TfL are also a key owner as authority over most existing passenger piers, and strategic road network.

Private developers should also be aware of this requirement.

Development Areas:

- Local Authorities should conduct feasibility assessments for river freight locations within their boroughs and research whether provision of additional cross-docking infrastructure is required.
- TfL should update guidance documents to apply further encouragement to pre-emptively consider and support future river freight movements.
- Local Authorities should conduct baselining studies of potential locations to understand whether river freight activities could exacerbate problems and whether cross-docking infrastructure could remedy any existing issues.



Key Development Area

Dynamic Data



Stakeholders need a single source of reliable data which can be used to equally and fairly inform decision making across London.

Challenge:

- Local authorities do not have the means/data to fully measure the health impacts of road transport vs river freight and therefore cannot insist for its usage.
- Operators and potential clients will be more convinced if they know the exact costs and contributions of river freight to their goals.
- Data is currently dispersed and siloed, with different owners/keepers of different topics. This makes it difficult to connect costs/benefits.
- The impacts of river freight cross borough boundaries. A river freight trial in Southwark may reduce traffic on arterial roads in Croydon but see additional movements at docking locations in Woolwich. It is a significant challenge for a borough to measure impacts across geographies.

Ownership:

A central coordinating body is required to bring together data. Stakeholders producing data (e.g. trial coordinator, developers, operators) should provide data wherever possible.

Development Areas:

- Create a dynamic/digital platform for storing live, up-to-date river freight data, migrate as much existing data as can be accessed onto this platform.
- This platform should be accessible across stakeholder types and provide data that can be used to calculate health impacts – considering how these are distributed across geographies.
- Interested parties capable of providing funding support could provide a coordinating role.
- Funding bodies could create further data by supporting trials or commissioning research which would investigate existing conditions in further detail.
- Further trials should continue to assess impact on local communities of chosen destinations for future river freight operations. It has been raised that Central London riverside communities need to be included in consultation of chosen destinations of river freight to ensure it has no adverse impacts on the local community.

Data Specifications

- Platform needs to be **live and continuously updated** with new information.
- Public sector decision makers want to **calculate choices in health impacts** and **how many vehicles** can be taken off the road.
- Understanding of user demand and journey beginning/end destinations.
- Want to know what the impact would be on riverfront residents and businesses.
- Investigation needs to be London/region-wide to account for movement of impacts across borough boundaries.
- Operators/businesses want to **calculate in health impacts** and emissions savings to communicate benefit.
- Platform would allow decision makers to **understand cost-benefits** against **differing levels and types of freight** moved and provide a comprehensive comparison to road freight.

Key Development Area Suitable Locations



There are significant challenges finding suitable pier locations that are at the cross-section of needs. Competing pressures shrink these options.

Challenge:

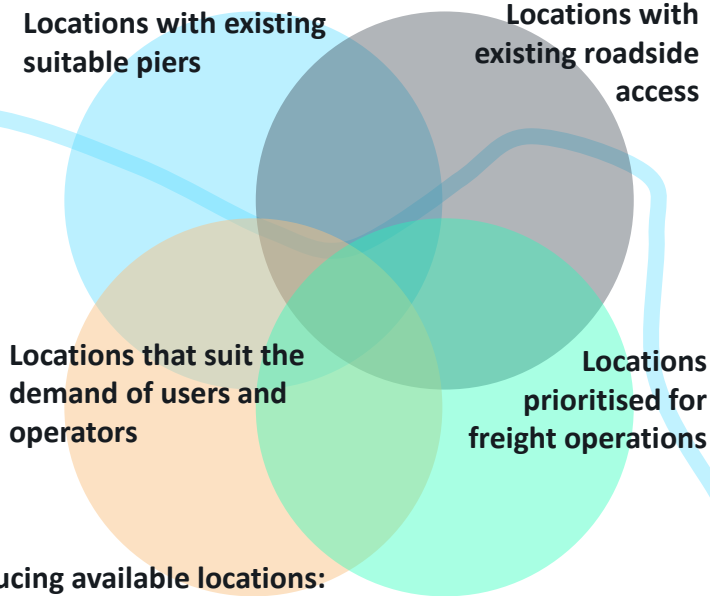
- Our evaluation identified that there are significant competing pressures for riverfront space which greatly limits the possible locations for river freight activities
- The diagram shows the overlapping conditions required for a successful location, with only the central section being suitable for river freight.
- We have listed the pressures placed on these locations which shrink the number of locations meeting each factor, and therefore creating an extremely limited pool of overall suitable river freight landing points.

Pressures reducing available locations:

- Piers have existing uses e.g. passengers, residential.
- Push-back from residents.
- Maintaining river wall/flood defences.
- Steep pier gradients impacted by tide.
- Narrow access for equipment on piers.

Pressures reducing available locations:

- Few locations with existing road access.
- Piers in iconic/tourist locations designated as 'places'.
- High footfall areas.
- Road access locations are TfL Road Network (red routes) or premier cycle ways.
- Road access is private.
- Road access is inappropriate or unpopular.



Pressures reducing available locations:

- Locations need to be able to synchronise with existing operational models.
- Timing restrictions around when piers can be used.
- Need to be affordable solutions.
- Need to suit existing depots/end users.

Pressures reducing available locations:

- Wharves and piers not safeguard for freight.
- River freight is unfamiliar to LAs and developers and therefore not a fore-thought to prioritise.
- Riverfront is high-value, and high demand, used for housing and leisure.
- Residential development is a more familiar income.

Key Development Area Suitable Locations



Stakeholders have opportunities to support and expand river freight at potential locations.

Development Areas:

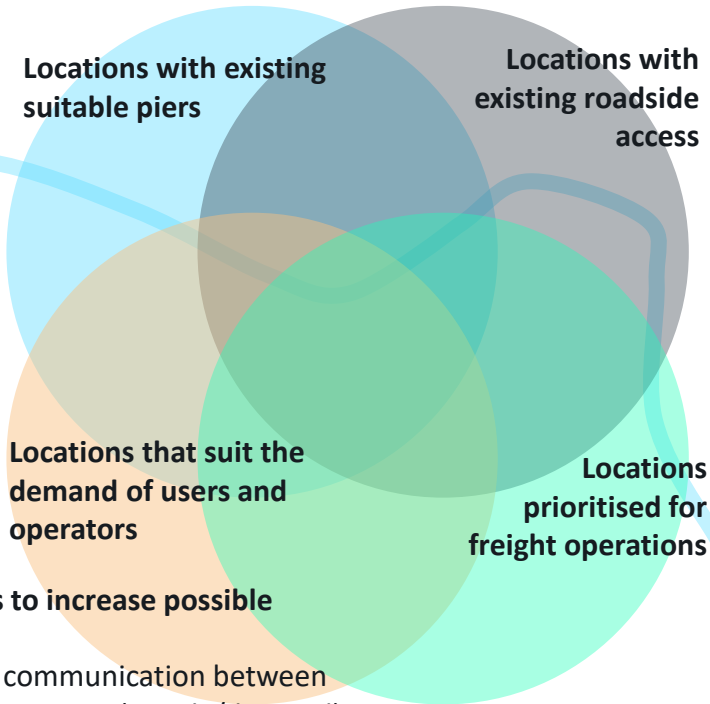
- Southwark and TfL should continue experimenting with light freight at Bankside pier, closely monitoring impacts to understand the upper limits of tolerable freight movements at busy pedestrian piers.
- Boroughs should be aware of potential locations within their boundary and investigate these.
- Boroughs should protect potential locations by more strongly considering freight in planning applications.
- Interested parties could provide funding support to investigate locations in detail by speaking with stakeholders.
- TfL/GLA needs to consider its approach to safeguarded wharves and communicate this with boroughs.
- TfL need to consider freight movements as part of Red Route designation decisions and cycleways on riverfront highways.
- In the long-term piers should be built or adapted for river freight use. However, this will first require coordination between stakeholders.

Opportunities to increase possible locations:

- Building or adapting piers at preferred locations exclusively for freight.
- Further understanding of freight on passenger piers and how the activities could be balanced.

Opportunities to increase possible locations:

- Work to understand harmonious mixed use of river front between leisure, residential, and freight.
- Consider freight movements in further development of cycle networks.
- Pre-emptively secure planning for cross-docking at appropriate piers.



Opportunities to increase possible locations:

- Supporting communication between users and operators (supply/demand).
- Share data from trials to build confidence.
- Support operations through infrastructure e.g. KDP.
- Increasing responsibility for impacts of road transport to motivate change.

Opportunities to increase possible locations:

- Riverfront planning applications strongly consider freight usage.
- Protecting and using safeguarded wharves for freight.
- Communicate benefits and necessity of freight consideration to developers.

Next steps – project funder

Impact on Urban Health

IoUH has provided the funding and guidance for the KDP. Moving forward IoUH should support river freight by producing more information which suits stakeholder requirements. The following outlines a number of opportunities for further development that IoUH could pursue.

Further Research Opportunities

IoUH have supported the gathering of data and insights through this trial. This evaluation report has found this to be a useful exercise and would recommend further trials/research within IoUH's geography. In particular this research could:

- Investigate the outcomes if higher volumes of freight were transported through Bankside Pier. IoUH could support a project to investigate and onboard more operators and businesses to river freight, perhaps working with BIDs.
- This trial collected data on air quality at the bookable loading bay. Future trials could investigate further methods of monitoring in order to combine understanding of land/river impacts.
- IoUH could investigate further locations to conduct river freight trials. In particular understanding whether the KDP model is replicable at different types of river freight locations.
- Local Authority stakeholders have noted that calculating impacts in health outcomes would be of benefit. IoUH could commission or conduct research to quantify the comparative health impacts of freight movements by road vs river, especially as applies to construction.

Communicating Outcomes

As the owners of the evaluation report and learnings of this trial IoUH should consider the best approaches to share this information, in particular:

- Host this evaluation report and other project materials in a publicly accessible location and publicise outcomes through IoUH social media channels.
- Seek opportunities to communicate findings at transport and logistics events.
- Consider organising of workshops/events tailored to Local Authority stakeholders. This would include briefing of senior officers and council members, as well as planning/development teams, and highways.

Next steps – core stakeholders



Grid has played central role both as the provider of the bookable bays as well as main coordinator of stakeholders liaising with public and private stakeholders. Moving forward Grid will continue provision of technology/systems but step-away from the liaising/coordination of stakeholders role. Better Bankside may play a more significant role encouraging businesses to make use of river freight for Bankside pier. Cross River Partnership currently play a key role conducting river freight trials and may fill the role of organising river freight at Bankside.

Next steps:

- Handover coordination of stakeholders in Bankside.
- Handover investigation of central London river freight locations to an interested and informed party (possibly Cross River Partnership)
- Work with Southwark to continue the Kerb Dock bookable bays at Bankside.
- Support other locations through the provision of bookable bays.



Southwark Council has supported the KDP by delivering the necessary traffic orders. Moving forward Southwark should work to consider river freight and dynamic loading opportunities across relevant teams. LBS have already identified an individual to lead river freight coordination moving forward.

Next steps:

- Councils should update planning policy to consider river freight as part of any planning applications near the Thames.
- Investigate river freight at all locations in borough (Chambers Wharf, Hilton Dock, Butlers Wharf, London Bridge, Greenland).
- Investigate provision of bookable bays at these locations.
- Southwark and other LAs should streamline and retain the Traffic Order process for bookable bays.

Thames Estuary GROWTH BOARD



River freight needs coordination and support at the level above boroughs and operators. Relevant bodies should establish a coordinating lead and outline a broad and long-term approach, working in consultation with boroughs.

Next steps:

- Thames Estuary Growth Board has highlighted themselves as positioned to coordinate.
- GLA/TfL to investigate and develop a strategy for the use of safeguarded wharves to ensure maximum potential is realised.
- Research, investigate, and strategic overarching approach to river freight infrastructure i.e. building/adapting piers.
- Provide a digitalised platform which consolidates river freight data, including for example costs, emissions, air quality impacts. This could then be used by stakeholders to inform decision making at a local level.

Kerb Dock Project Evaluation Report – Action Plan Stakeholders Diagram

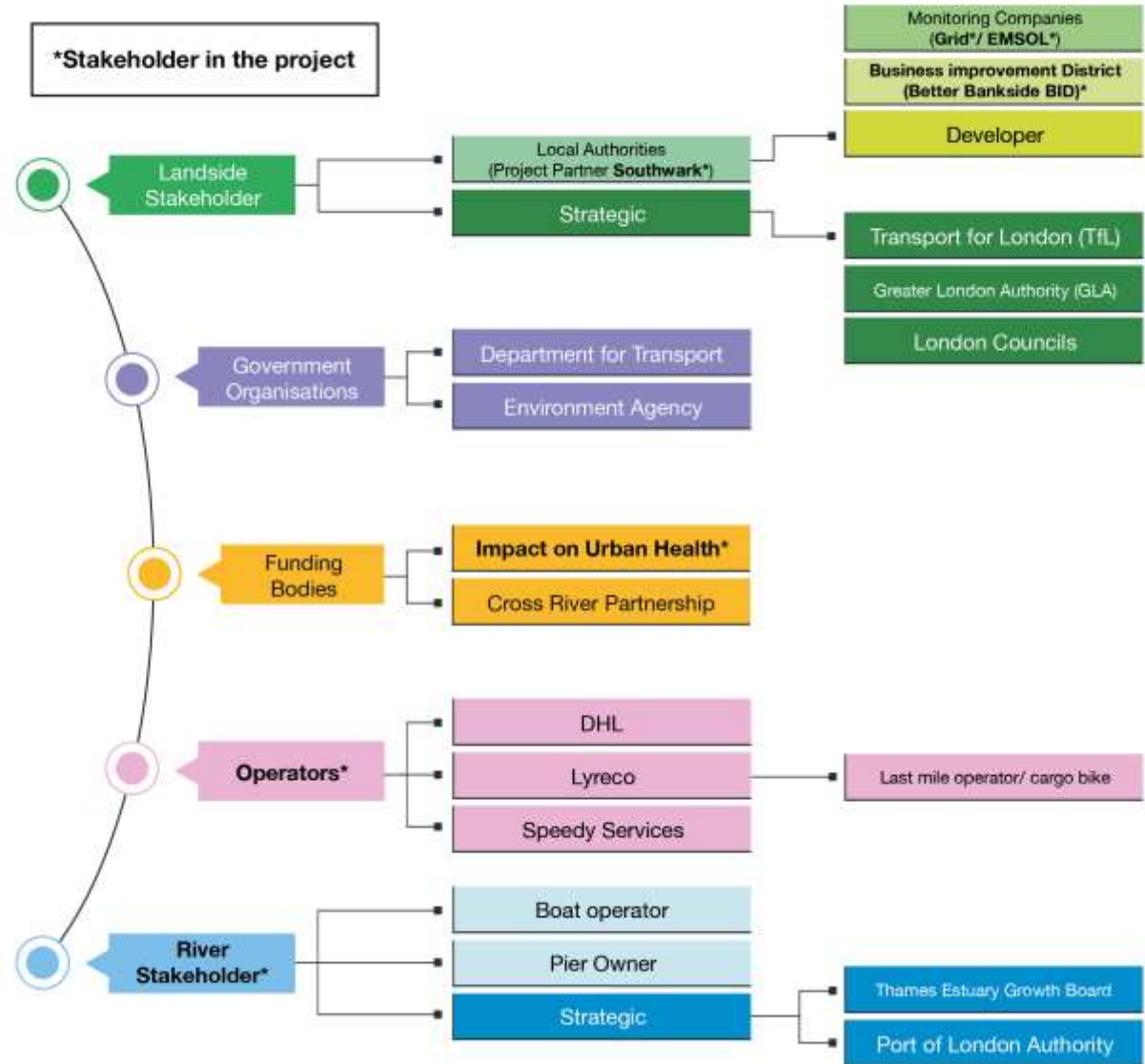
Stakeholder identification, classification and management has been critical to the successful delivery of the Kerb-Dock Project.

As part of this evaluation plan there is an action plan that will show which actions can be undertaken by the stakeholders that have been involved.

The stakeholders have been separated into the 5 elements:

- Landside stakeholder
- Government Organizations
- Funding Bodies
- Operators
- River Stakeholder

The action plan below will be separated into actions for owners and sub owners to identify where they can help scale river freight sustainably.



Action Plan – Coordination and oversight

Action	Timescale	Immediate actions (0-3 months)	Owner	Other relevant parties	Reasoning and anticipated outcome
<i>Actions to be delivered which will provide benefit at Bankside or to general support of river freight in London</i>	<i>Timescale of delivery.</i>	<i>What can owners do immediately on this action?</i>	<i>Who will be mainly responsible</i>	<i>Who may need to support or be consulted</i>	<i>What did the evaluation find to be the challenge/opportunity that this action would support?</i>
Collate river freight data into a dynamic digital platform to support decision making at all levels. This should be a singular platform which is capable of providing the comparative benefits to public health, congestion, and emissions between river and road for a particular journey.	First iteration of platform ideally operational within 12-18 months.	<ul style="list-style-type: none"> - Confirm ownership of this workstream. - Investigate existing platforms. - Conduct research speaking with stakeholders (especially operators, Local Authorities, BIDs, developers, land/pier owners) to understand their preferences for this platform. 	Strategic bodies – PLA, TfL, Thames Estuary Board, London Councils, CRP	Funding bodies, operators	It was found that decision makers need to see firm data to make calculations and support choices. This would enable local authorities to quantify health impacts and compare costs/benefits against road transport status quo. For operators/investors, having more data would build confidence to move forward with river freight.
Develop a strategy for river freight at a regional level which provides clarity on developments over a 5-10 year period. Deliver an accompanying communications plan to instil confidence in stakeholders.	Strategy ideally published within 12-18 months.	<ul style="list-style-type: none"> - Develop a working group/platform for strategic level stakeholders to agree direction. - Confirm ownership of the strategy/coordination. 	Strategic bodies – PLA, Thames Estuary Board, TFL	London Councils, IoUH	Operators require more certainty that investments will be supported long-term. Local authorities require more certainty and convincing that decisions will be supported at higher levels.
Oversight and coordination is required at national and regional levels. A better platform for communicating between regional and local stakeholders should be developed.	Delivered within 6 months , but communication remains ongoing.	<ul style="list-style-type: none"> - Intended body to provide coordination should publicise this fact. - Investigate forums for communicating river freight strategies to LAs (e.g. the London Technical Advisors Group). 	Thames Estuary Growth Board, DfT, GLA/Mayor of London, TfL	PLA	Many stakeholders spoke of the need for direction and coordination. Thames Estuary Growth Board has stated that they feel well positioned to lead this coordination. They will work in collaboration with the PLA, and stakeholders across private and public to facilitate river freight.
Stakeholders should consider the long-term development of dedicated freight piers/infrastructure. While delivery of infrastructure will be a long-term action, work should begin to investigate locations (e.g. safeguarded wharves) and preferred solutions.	Work to begin immediately. Development of piers/wharves investigated and delivered as part of 5-10 year strategy.	<ul style="list-style-type: none"> - Work with operators, LAs, businesses, and developers to understand best locations for river freight. - Work with LA planning teams to ensure the few suitable locations (e.g. safeguarded wharves) are retained for freight and not otherwise developed on. 	Strategic bodies: TfL, PLA, Operators, Developers	Thames Estuary Board	In the long-term the existing infrastructure will not be sufficient to meet potential. These piers also create inefficiencies for freight as presence of passengers and narrow access slows the movement of goods during cross-docking.

Action Plan – Policy and Planning

Action	Timescale	Immediate actions (0-3 months)	Owner	Other relevant parties	Reasoning and anticipated outcome
<i>Actions to be delivered which will provide benefit at Bankside or to general support of river freight in London</i>	<i>Timescale of delivery.</i>	<i>What should owners do immediately on this action?</i>	<i>Who will be mainly responsible</i>	<i>Who may need to support or be consulted</i>	<i>What did the evaluation find to be the challenge/opportunity that this action would support?</i>
Local Authorities should place greater emphasis on river freight when processing planning requests. Safeguarded Wharves in particular should undergo more stringent consideration. Council members, senior officers, and planning teams should be briefed on river freight and planning policy/strategy reviewed to support this.	Initial work should commence and first briefings take place as soon as can be arranged. All riverside Local Authority planning policy should be reviewed and teams briefed within 18 months . Note that a number of safeguarded wharves are predicted to be available for development from 2025.	- Local authority river freight representatives should brief senior management; brief staff including planning department their planning departments on river freight issues.	Local authorities,	Developers	Many possible locations for river freight in central London have not previously considered river freight. This was even true of some safeguarded wharves. Ensuring that this is properly considered will support river freight by maximising the few possible locations. Local authorities should also consider river freight locations in the planning of freight infrastructure such as consolidation centres, for both construction and operational activities associated with new developments.
Develop and maintain awareness of Traffic Orders and Experimental Traffic Orders. Consider providing pre-emptive support for road access.	Stakeholders involved in delivery of KDP at LB Southwark should prepare this within 3 months .	- Southwark should create a record of the Traffic Orders process on KDP for future reference.	Southwark, Local authorities (policy and transport teams)		Local authorities could support river freight by ensuring that at possible locations within their boroughs, support for cross-docking can be provided. This should be considered in any reviews of kerbside usage or highway developments at potential locations.
Consider river freight in the development of TfL road network and cycle network.	Policies, strategies, and design documents should be updated as part of review cycle. However, relevant parties briefed within 6 months .	- Arrange communication between parties responsible for cycle network, red routes, and freight aspects to ensure awareness of key locations (existing piers/wharves) and issues.	TfL	Local authorities	TfL should assess whether any future changes to their road or cycle networks will impact on possible future river freight movements (both positively and negatively).

Action Plan – Managing riverside freight locations

Action	Timescale	Immediate actions (0-3 months)	Owner	Other relevant parties	Reasoning and anticipated outcome
<i>Actions to be delivered which will provide benefit at Bankside or to general support of river freight in London</i>	<i>Timescale of delivery.</i>	<i>What should owners do immediately on this action?</i>	<i>Who will be mainly responsible</i>	<i>Who may need to support or be consulted</i>	<i>What did the evaluation find to be the challenge/opportunity that this action would support?</i>
Maintain usage of the KDP bookable bays to manage freight movements and consider further bays on New Globe Walk.	Bays to remain in place from end of trial. Consideration of further locations should be conducted within 6 months.	- Organise ongoing arrangements for managing the KDP at Bankside.	Southwark	Grid	The bookable bays showed to provide benefit to operators and help to manage freight movements in the area. If river freight is to continue, the structure of the bookable bays helps to facilitate this effectively and safely.
Continue to monitor impacts while testing increased levels of freight on passenger piers.	Continue monitoring of bays and share an update with other Local Authorities of any further data within 12 months.	Continue monitoring. Interested parties should seek more users/operators to move goods via Bankside. This may fall to Better Bankside or CRP to coordinate.	Southwark, Better Bankside, CRP	EMSOL, Grid	It is still uncertain what level of goods movements would begin to have negative impacts on residents, business, visitors, or passengers on the pier or surrounds. This should be investigated further, and would support operators, pier owners, and other parties to understand what level of demand they would be able to support through similar locations.
Investigate possible further locations for river freight activities within Southwark. This could be in the form of a feasibility study.	Conduct initial review of possible further locations within 3 months and a comprehensive review within 6 months.	- Conduct a study to understand extent of locations up for consideration.	Southwark, IoUH	Local authorities	There are limited river freight locations. It would support scaling to understand which of these would be feasible and acceptable to local authorities.

Action Plan – Operations and demand

Action	Timescale	Immediate actions (0-3 months)	Owner	Other relevant parties	Reasoning and anticipated outcome
<i>Actions to be delivered which will provide benefit at Bankside or to general support of river freight in London</i>	<i>Timescale of delivery.</i>	<i>What should owners do immediately on this action?</i>	<i>Who will be mainly responsible</i>	<i>Who may need to support or be consulted</i>	<i>What did the evaluation find to be the challenge/opportunity that this action would support?</i>
Continue to develop low emission boats and provide support to operators to do so.	Further research is required on transition of river vessels from fossil fuels.	Arrange a meeting between TfL and boat operators to understand timeline for reducing emissions of river freight compared to existing road freight targets.	Boat operators	DfT, Transport authorities	Boat operators should work in the medium to long term to switch to lower emission boats. This would truly maximise the benefits of river freight. However, operators will require support and assurance from government and authorities for such large investments. Uncertainties exist around fuel choices and infrastructure.
Support the provision of a regular river freight service i.e. a boat which runs an existing service that operators can make use of.	Should begin arranging a trial within 12 months .	Investigate funding streams to conduct a trial testing provision of a regular river freight service. Bring together interested parties.	Boat operators	A coordinating body e.g. CRP	It was noted that the costs of chartering a boat on an operator-by-operator basis are prohibitive. Operators need to be able to test the format at low scales. If an existing service was provided a broader pool of operators could test moving some amount of goods on it. However, there are concerns regarding the feasibility of this which need to be investigated/overcome.
Share data about where operators want to land river freight with local authorities and interested parties.	Interested parties should publish data within 6 months .	Arrange meeting between operators and local authorities. Investigate GLA Infrastructure Mapping App to support this. Create a data sharing working group.	TfL coordinate data. Operators and users	Local authorities	Operators can support decision makers to support river freight by furthering their understanding of where sufficient demand is. This would support a shift in priorities at these locations.
Encourage businesses to consider river freight and work to connect and build awareness between supply and demand.	BIDs should begin this immediately . Better Bankside should share information with Net Zero Steering group within next two sessions.	<ul style="list-style-type: none"> - Better Bankside working through Southwark Climate Collective to provide this. - Should share learnings with BIDS through BID Foundation Net Zero Steering group. - Southbank BID investigate opportunities through Waterloo masterplan. 	Central London BIDs	Operators, local authorities, CRP	BIDs could play a key role connecting end users to river freight operations. BIDs should make themselves aware any new river freight operations, key stakeholders/operators, and the types of businesses/freight movements that may be available. By playing a coordinating role, BIDs could simplify the process and allow for multiple end users to share use of river freight facilities.

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