



Portfolio Brochure

# Urban Logistics

Supporting our clients' success for over 40 years

steer





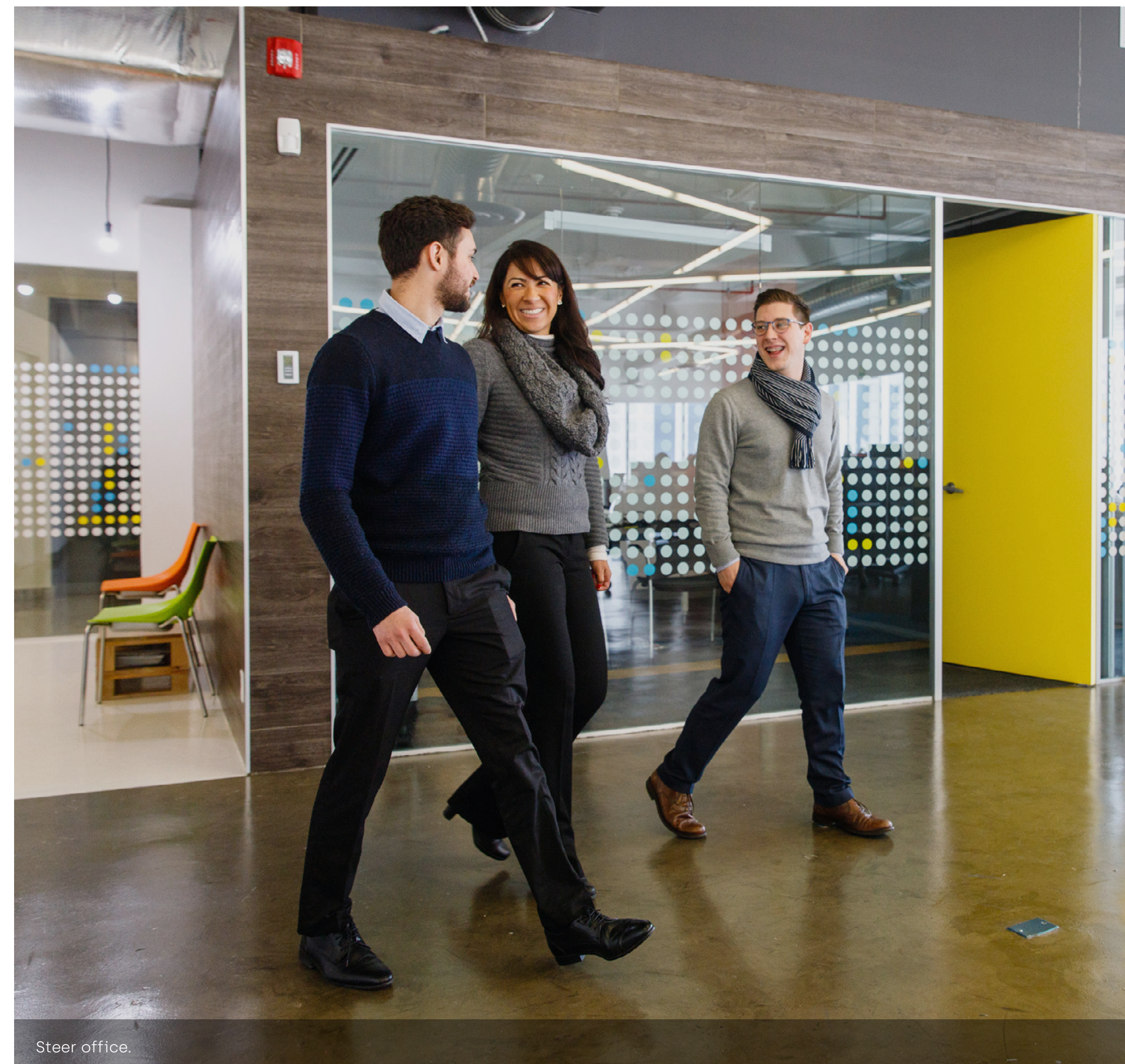
Steer is an independent, employee-owned consultancy working worldwide across cities, infrastructure and transport.

Our independence guarantees impartiality and ensures that our efforts are closely focused on meeting our clients' needs.

We combine our expert knowledge of the freight system and its stakeholders with our expertise in sustainability and technical know-how about how streets and networks function (including by rail and water), to provide the best advice to our clients.

We work at micro and macro scales with public and private sector clients, and this broad spectrum of experience means that we understand the issues and opportunities from different perspectives. In turn, this allows us to recommend targeted and workable solutions.

<https://www.steergroup.com/>



Steer office.





Steer is highly-regarded worldwide as a leader in transport consulting.

**Our specialist knowledge of goods movement trends helps us navigate through the complexities of the freight industry to provide robust, resilient and cutting-edge advice.**

Behind every busy, bustling high street, convenience store and office building is an army of people and vehicles moving goods in, taking waste away and undertaking essential servicing activity. Even as the role that cities and towns play in our lives changes, the need for the efficient movement of goods, waste and servicing, on time or just-in-time, remains of vital importance to every community. At the same time, with rapidly rising costs, the freight eco system is as fragile as

"The [Steer] team have been brilliant with what can be done with multiple stakeholders and keeping informed at every part of the [Kerb Dock] project. I find that the knowledge of the freight sector from Steer colleagues is brilliant and helps with engagement with senior stakeholders in the logistics world. I always suggest Steer as the best consultancy for freight related projects and especially in central London."

— Laura Jacklin, Commercial Development Manager, Grid Smarter Cities, March 2023

ever. Understanding this balance is key to providing evidence that is relevant and practical.

But the climate crisis requires concerted, targeted action from every section of the economy and society, and freight is not exempt. Freight and servicing activity must be managed so that its footprint is far smaller, cleaner, safer and quieter than it is today, on the roads and at the kerbside. In most neighbourhoods, this means taking steps to reduce the volume of freight and servicing trips, changing from diesel or petrol fuelled vehicles to ultra-low or zero emission vehicles, and moving freight and servicing trips to quieter times.







At Steer we work with local authorities, Business Improvement Districts (BIDs) and business communities, developers and landowners, and sub-national and central government to research, design, implement and evaluate solutions that better manage the impact of freight and servicing activity on our streets, water and rail networks.



Steer is an independent consultancy with 26 worldwide offices working across cities, infrastructure and transport.

#### Our services include:

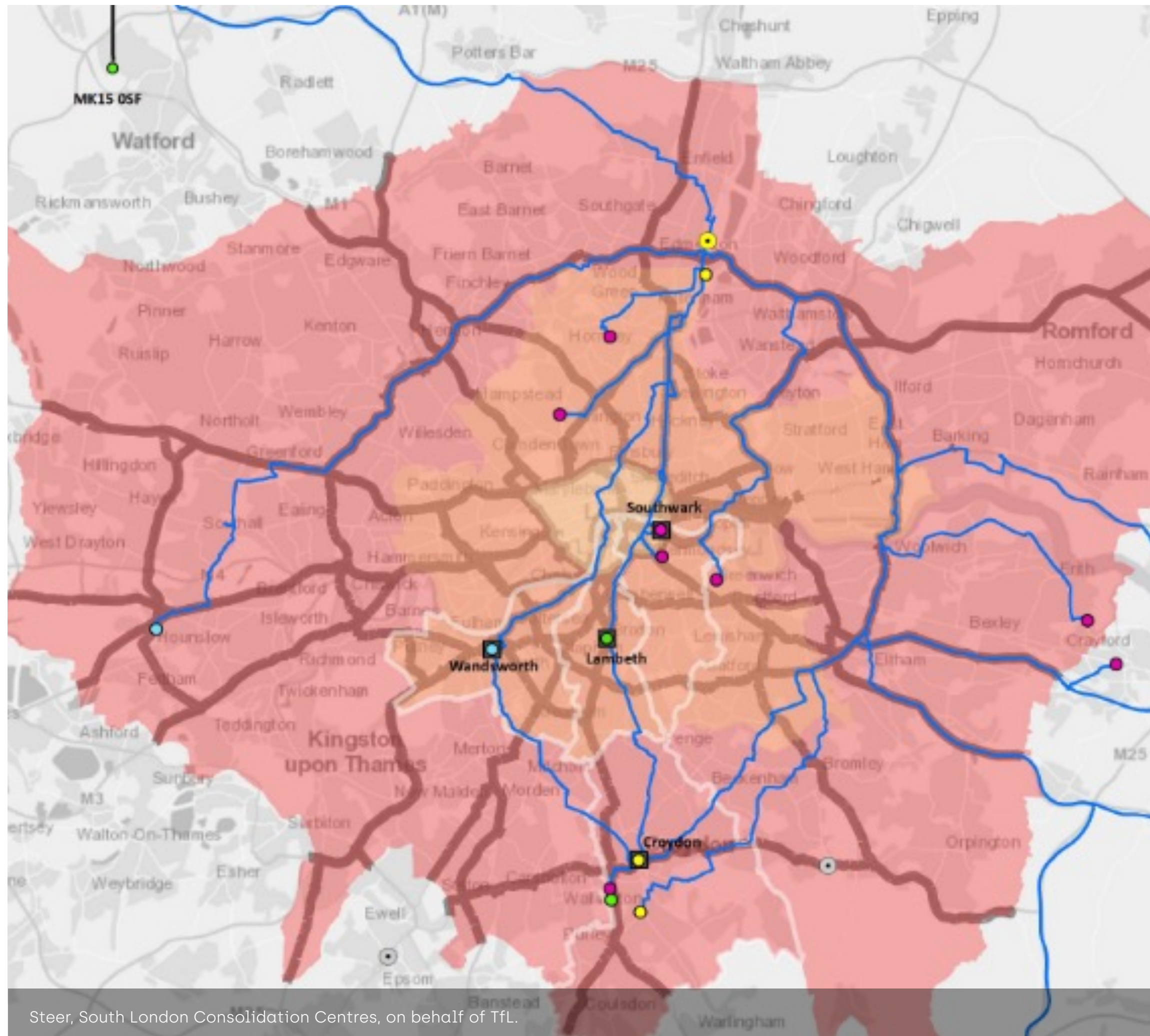
- Freight and servicing action planning and Delivery and Servicing Plans [DSPs].
- Business and community engagement.
- Bringing stakeholders together through freight partnerships/forums.
- Construction Logistics Plans [CLPs] and Waste Operational Plans.
- Delivery and servicing area wide / neighbourhood studies.
- Designing delivery and servicing areas and access arrangements.
- Feasibility studies for new delivery methods and last mile operating models.
- Developing toolkits to support the implementation of action plans.
- Borough/area-wide and sub-national freight strategies.

#### What we achieve

We have helped our clients to:

- Reduce the carbon, traffic and air quality impact of freight and servicing activity in their area/on their network.
- Understand the carbon impact of their regular deliveries and servicing and the potential impact of interventions.
- Secure planning permission by delivering tailored and effective plans.
- Design and implement Healthy Street and Liveable Neighbourhood schemes by understanding the freight and servicing opportunities and constraints.
- Gain buy-in from stakeholders for innovative, ambitious action plans.
- Explore innovative models and methods for optimising the last mile.
- Understand the potential of rail and river for freight in local contexts.





## Logistics Hubs

Logistics hubs are distribution facilities located within or near to a busy town or city centre to fulfil the 'last mile' of the supply chain. The aim of these hubs is to consolidate goods at a facility close to the delivery point, breaking down a larger consignment of goods – usually delivered by heavy goods vehicle (HGV) or large van – into loads suitable for delivery by an ultra-low or zero-emission vehicle; for example, by cargo bike, on foot or electric van. The benefits of operating a last mile hub include improving local air quality and reducing carbon emissions; reducing congestion; improving road

safety and improving operational efficiency through better utilisation of vehicles.

We help our clients to understand the role that logistics hubs can play in making freight operations in their area more efficient, and we also support clients in identifying sites and spaces that could be utilised as logistics hubs.





## Cross River Partnership

London, UK

Client: Cross River Partnership

The Cross River Partnership (CRP) commissioned Steer to identify potential sites for urban logistics hubs in central London and to develop an understanding of the market demand for such facilities.

Urban logistics hubs have an important role to play in promoting clean and efficient freight activity in London. The use of such hubs directly supports the rationalisation of goods and the use of low and zero emission vehicles.

In turn this supports a reduction in the number of delivery vehicle trips, better management of congestion at peak times and a reduction in harmful emissions.

We engaged with local authority officers, landowners, BIDs and operators of urban logistics hubs to understand the sites that were available and the different characteristics that made sites more or less suitable for use as an urban logistics hub.



**Outcomes:** This process identified nearly 30 spaces in central London that had potential for use as urban logistics hubs. We also identified recommendations that CRP could take forward, in partnership with their stakeholders and partners, to bring some of those spaces into operation as urban logistics hubs in the short term, as well as secure a pipeline of suitable sites for the future.

## South London consolidation centres

London, UK

Client: Transport for London

We worked with Transport for London to determine the feasibility of a consolidation centre to serve four south London councils. The concept was for the consolidation centre to receive and consolidate deliveries to the participating councils' offices.

Using data and other information received from those councils, we explored the high-level costs, benefits, and operational implications of a shared consolidation facility.

**Outcomes:** Summary report advising on costs and benefits for implementing such facilities across the different locations.







## Monitoring and evaluation

The urban logistics sector has been the subject of significant innovation in recent years, as operators, planners, businesses and customers all try to find cleaner, greener and more efficient ways of transporting goods and providing and using servicing functions.

Most of the new solutions that have been trialled can be categorised according to the themes of 'reduce', 're-mode' and 'retime', for example:

- **Reducing** the number of delivery and servicing trips made by consolidating loads or collections through the use of consolidation centres, shared or single suppliers and carriers.
- **Re-moding** from petrol or diesel-fuelled vehicles to ultra-low

or zero-emission vehicles; for example, using electric vans or cargo bikes instead of petrol or diesel-fuelled vans.

- **Retiming** deliveries and servicing to fall outside of peak periods, so that those trips do not coincide with (and therefore contribute to) peak periods of congestion on the road network.

We help our clients to understand the impact and value of a range of trial initiatives and innovative practices around the **reduce, re-mode and retime** themes. Our recent projects have supported the development of a wider understanding of what kind of initiatives in the delivery and servicing management 'toolkit' work best.

Absolutely courier, Steer.





## Evaluation of consolidation demonstrator projects

London, UK

Client: Transport for London

Steer worked with Transport for London on their long-term evaluation programme to assess the impact and value of ten different consolidation approaches, including the implementation of DSPs, pedestrian portorage/walking freight, and the use of consolidation hubs.

### Outcomes:

- We provided our client with a clear understanding of and evidence base for how innovative models of last mile delivery can provide traffic reduction and air quality benefits.
- We provided our client with the information they needed to make decisions about future trials.



## DeliverBEST monitoring toolkit

London, UK

Client: Cross River Partnership

Working with CRP, we developed an approach and toolkit for estimating the air quality and emissions impacts that could be achieved through reduced and better managed delivery and servicing traffic.

The DeliverBEST online tool has been developed through CRP's Mayor's Air Quality Fund-supported Clean Air Better Business programme and European Regional Development Fund-supported programme, FreightTAILS.

**Outcomes:** The CRP team has used the research to help several businesses implement changes to their freight operations.







Bond Street delivery and servicing activity, Steer.

## Delivery and servicing plans (DSPs)

DSPs are evidence-based action plans for the management of delivery and servicing trips to and from a business, building, high street or neighbourhood. Implementing a DSP can help clients and their partners and stakeholders realise air quality, carbon, safety, congestion, ambience and other benefits.

We support our clients to develop DSPs by:

- Developing the evidence base and understanding the challenges and need for intervention, in addition to maximising existing opportunities.
- Working with stakeholders and operators/solution providers to understand the range of applicable solutions.
- Building a specific, deliverable action plan of interventions in consultation with our client and relevant stakeholders.





## Hackney Central delivery and servicing study

London, UK

Client: London Borough of Hackney

We worked with Hackney Council to help them understand the baseline demand for deliveries and servicing in the Hackney Central area, and how and when deliveries and servicing trips typically take place. This understanding was integral to ensuring that essential deliveries and servicing trips would be accommodated under plans to improve the streetscape for pedestrians, cyclists and bus users.

- We went door-to-door to engage with businesses to understand their delivery and servicing requirements.
- We undertook a CCTV survey and analysis to understand the total demand for delivery and servicing activity in the Hackney Central area.



- We advised our client on the feasibility of their Liveable Neighbourhood plans for the area from a delivery and servicing perspective.

**Outcomes:** Key recommendations for deliveries and servicing in Hackney.

## London Bridge Delivery and Servicing Plans

London, UK

Client: Team London Bridge BID and Southwark Council

Steer supported Team London Bridge BID and Southwark Council with the development of DSPs for seven of the area's major landholders and estate management companies.

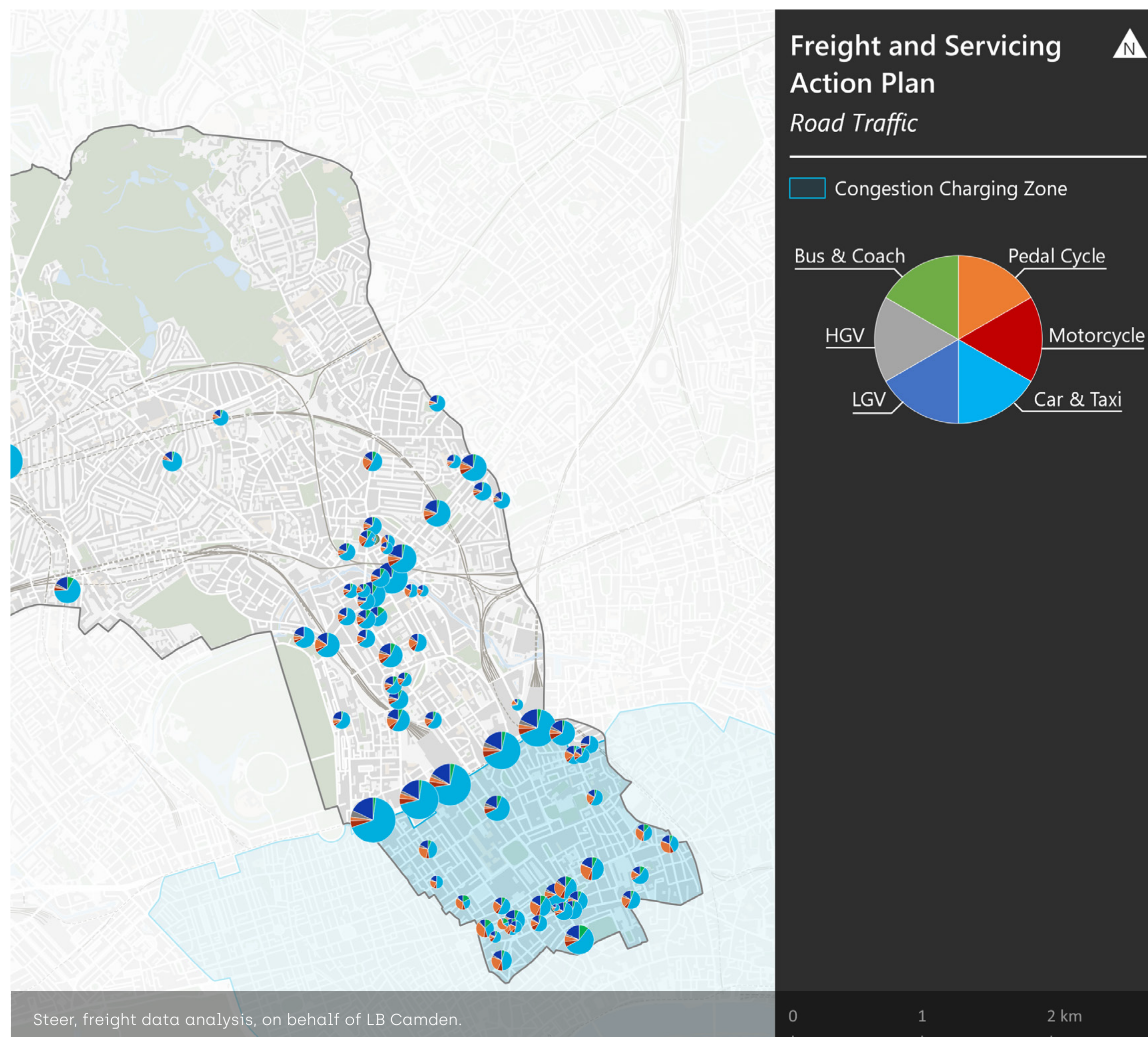
### Outcomes:

- We developed seven bespoke, evidence-led plans for major, complex and high-profile sites including The Shard, Network Rail (for London Bridge station) and the Greater London Authority's City Hall premises.
- We identified actions to be progressed by the estates and businesses.



- We supported the set-up of the London Bridge Freight Forum, which provided stakeholders with an opportunity to review their progress in implementing their plans, and to support each other with ideas and lessons learned in response to common challenges faced.





## Freight Strategies

The UK's freight system is mostly privately owned and operated and, under 'business-as-usual' conditions, it largely goes unnoticed by the public. This can mean that freight is 'under-planned' for at the local, regional and even national levels, with some authorities unsure of how best to plan for and meet the needs of freight on their networks, or how to manage freight's adverse impacts.

We help our clients to develop evidence-based and objective-led freight strategies which:

- Fully recognise the role that an efficient freight sector plays in their area's economy and communities.

- Identify how the needs of the freight sector can be better met [to the advantage of the local economy and people], in terms of infrastructure, land and data requirements.
- Identify how the negative impacts of the freight sector can be managed and mitigated – particularly how freight will achieve net zero by 2050 at the latest.





## Camden Freight and Servicing Action Plan London, UK

Client: London Borough of Camden

Our team is working with the London Borough of Camden to develop the council's first Freight and Servicing Action Plan (FSAP) for the whole borough, giving close attention to the needs, complexities and impacts of the freight sector on Camden's roads and neighbourhoods.

Steer has undertaken engagement workshops with key stakeholders for the FSAP, including different departments from Camden Council which can influence the organisation's overall freight activity, in addition to key external stakeholders including BIDs, key landowners, local couriers, hauliers/delivery companies and the Central London Freight Quality Partnership. Steer has identified further best practice from the industry and case studies which will help inform and shape the drafting of the FSAP.



**Outcomes:** The draft FSAP will be issued for public consultation in autumn 2022, to include a prioritised set of measures to manage freight in the context of Camden's transport challenges, with funding levels and strategic actions by stakeholders.

## Strategic Development Corridors Phase 2 UK

Client: Transport for the North

Steer supported WSP on a commission for Transport for the North (TfN) to develop an approach to planning transport interventions which explicitly considered the way enhanced pan-northern connectivity can support and facilitate economic growth in a way that can help transform the North's economy. We recognised how sensitive the logistics industry is to changes to the transport network (road, rail, air and maritime) and ensured that the critical markets for freight were fully considered and mitigated during the delivery of the sequenced programmes.

**Outcomes:** Steer advised on the strategic sequencing which was focused on the temporal evidence on how the interventions support local,



pan-northern and national strategic goals, and when interventions are most needed to support delivery of the Strategic Transport Plan, as statutory advice to government, including separate considerations under business-as-usual or high level investment scenarios.





## Freight, Logistics and Gateways Strategy, UK

Client: Transport for the South East

We were commissioned to produce a freight, logistics and gateways strategy for Transport for the South East (TfSE). Our work included leading a programme of engagement with a strategy steering group and separate freight forum. Both groups comprised stakeholders in the logistics sector from across the TfSE area including county councils, ports, and trade associations. This engagement informed technical work packages to assess the freight and logistics needs of the region and associated challenges through to 2040.

**Outcomes:** We then brought together the results and conclusions of the technical workstreams into the public facing strategy document.



## UK Future of Freight Study UK

Client: National Infrastructure Commission

A member of Steer staff was seconded to the National Infrastructure Commission to deliver the Future of Freight study – an in-depth look at how the freight system should be made more efficient.

**Outcomes:** The final report, Better Delivery, makes a series of recommendations to government for an efficient, zero emissions system, including:

- A ban on the sale of new diesel HGVs by 2040.
- Better land use planning for freight.
- A new, collaborative approach to long term and cross-cutting freight issues, through a new Freight Leadership Council.







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Key Skills:

- Development Planning
- Strategic oversight across multi-disciplinary teams
- Larger and complex development schemes



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Key Skills:

- Research, implementation and evaluation
- Strategic planning
- Stakeholder engagement



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Associate Director

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Key Skills:

- Delivery & Servicing Plans
- Stakeholder Engagement
- Consolidation Centre Feasibility Studies



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Key Skills:

- Delivery and servicing planning
- International experience
- Procurement, consolidation and freight management



**Matthew Booley**  
Associate Director

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Key Skills:

- Delivery and Servicing Plans
- Waste management strategies
- Highway design
- Larger and complex development schemes





## Clients and partners

- Better Bankside
- City of London Corporation
- Cross River Partnership
- Great British Railways Transition Team (GBRTT)
- GIZ
- Grid Smarter Cities
- Impact on Urban Health
- London Borough of Camden
- London Borough of Lambeth
- London Borough of Southwark
- London School of Economics (LSE)
- National Infrastructure Commission
- Northbank BID
- Nuro
- Team London Bridge
- Transport for London
- Transport for the North
- Varamis Rail
- Victoria BID
- Westminster City Council

## Awards & Accreditations

- Consultant of the Year, National Transport Awards
- Best Graduate Programme, Women in Rail Awards
- Innovative Ways of Working award, ENEI
- Gold TIDE recognition for Equality, Diversity and Inclusion, ENEI
- FT UK's Leading Management Consultants, (Travel, Transportation & Logistics)
- Technical Advisor of the Year, Infrastructure Journal
- Top 100 Companies for Graduates to Work For, The Job Crowd
- Employer of the Year runner-up, Women in Transport
- NCE100 Companies of the Year, New Civil Engineer
- Consultant of the Year, London Transport Awards
- Top 20 Best Companies to Work For, Sunday Times
- Transport Deal of the Year, Project Finance Awards
- Consultant of the Year, New Civil Engineer
- Top 10 Best Companies to Work For in British Columbia
- 'One to Watch', The Sunday Times Profit Track 100
- Outstanding Contribution to the CILT, Chartered Institute of Logistics and Transport
- RTPI London Planning Awards: Best Planning Built Project Contributing to London's Future, Best Planning Organization, Best Conceptual Project Contributing to London's Future, Best Community or Partnership Initiative

Steer is certified to ISO9001:2015 standard. The ISO9001 certification is an internationally recognised standard that ensures services meet the needs of clients through an effective quality management system.



This image was taken when Steer won the award for Transport Consultant of the Year, London Transport Awards, 2017.



# Complex questions. Powerful answers.

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Infrastructure, cities and transport are constantly evolving to meet new demands, new ideas and new technologies. Mixing rigor and technical expertise with an open-minded, imaginative approach, we help our clients maximize opportunity and realise value within this rapidly changing landscape.

Impartial, objective and results-driven, we are never content simply to meet expectations. We combine our commercial, economic and planning expertise to find powerful answers to complex questions. Answers that help people, places and economies thrive.