Agenda Item 16

Report to: **Partnership Board –Transport for the South East**

Date of meeting: **27 October 2025**

By: **Chief Officer, Transport for the South East**

Title of report: **Technical Programme Progress Update**

Purpose of report: **To provide a progress update on the ongoing work to deliver the technical work programme set out in the 2024/25 business plan**

RECOMMENDATIONS:

The Members of the Partnership Board are recommended to:

1) **Comment on progress with the work to implement the Electric Vehicle Infrastructure Strategy;**
2) **Comment on the progress with the delivery of the Freight, Logistics and Gateways Strategy;**
3) **Comment on the progress with the work on rail;**
4) **Comment on the progress with the work on decarbonisation.**

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1. Introduction

1.1 The purpose of this report is to provide a progress update on the delivery of a number of elements of the Transport for the South East (TfSE) technical work programme.

2. Progress update

2.1 A progress update on each of the elements of the technical work programme is set out in **Appendix 1.**

3. Financial considerations

3.1 The work on the centre of excellence, electric vehicle charging infrastructure, freight, rail and decarbonisation set out in this report is being funded from the DfT grant funding for 2025/26.

4. Conclusions and recommendations

4.1 Members of the Partnership Board are recommended to comment on the progress that has been made with the various elements of the TfSE technical

programme set out in this report. A further progress update report will be presented to the Partnership Board at their meeting in February 2026.

RUPERT CLUBB
Chief Officer
Transport for the South East

Contact Officer: Mark Valleley
Tel. No. 07720 040787
Email: mark.valleley@transportforthesoutheast.org.uk

Appendix 1 - Technical Programme Progress Update

1. Introduction

1.1 The purpose of this appendix is to provide a progress update on the delivery of a number of elements of the Transport for the South East (TfSE) technical work programme.

2. Electric Vehicle Charging Infrastructure

2.1 As reported to the Partnership Board in July 2025, a pilot project has been undertaken by TfSE to develop a guidance for local transport authorities to support them with planning the roll out of EV charging infrastructure that will be more accessible to commercial fleet vehicles. The guidance framework provides local transport authority officers with a step-by-step process to ensure future charging infrastructure is accessible to larger commercial vehicle fleets, such as vans and other LCVs. It draws on specialist datasets, including Field Dynamics' FleetMap data, to create visual maps that highlight potential locations for charging hubs within each local transport authority area. TfSE worked closely with Brighton and Hove City Council and Slough Borough Council throughout the project to develop two case studies. A copy of the guidance framework is contained in Appendix 2.

2.2 As reported to the Partnership Board in July 2025, TfSE completed a project which aimed to understand the impacts of the electrification of commercial vehicle fleets on the demand for publicly available electric vehicle charging infrastructure. As part of this work, TfSE developed a methodology which provided forecasts on the emerging demand for both energy and EVCI arising from the electrification of commercial vehicle fleets. We have recently commenced a follow-on project that will provide an update to this work to take account of the release of the latest government statistics on vehicle registrations across different vehicle classes. The updated forecasts will be made available via TfSE's instance of the EVCI Visualiser tool developed by Transport for the North. This work is due to be completed in October 2025.

3. Freight, Logistics and Gateways Strategy

3.1 Work continues to modify the Alternative Freight Fuel Infrastructure (ALFFI) tool developed by Midlands Connect to enable it to identify potential locations in the TfSE areas for smaller HGV recharging sites. In its current form, the tool is currently focussed on locations in and around the Midlands Connect area and major sites on the SRN. In the future, many of the larger national hauliers will have charging facilities at their depots or use en-route facilities on the SRN. However, smaller hauliers within will not be able to charge at their depots due to either financial, spatial or power supply constraints. They will be more dependent on public charging sites. The ALFFI tool is being adapted to enable the identification of potential sites for smaller, public HGV recharging facilities in peri-urban areas. Once identified, local planning authorities will be able to use the ALFFI tool to rank and evaluate sites as part of local authorities' development planning process should developers submit proposals. Where possible, TfSE will endeavour to ensure that these sites can support other freight-related facilities such as consolidation and diesel to EV vehicle interchange hubs. Once the identification work has been completed, TfSE officers will share the potential locations with our local authority transport and planning officers and demonstrate how the tool works.

3.2 The needs assessment phase of the Freight Awareness Programme has been completed. This has been carried out with input from a working group consisting of

local authority transport and planning officers, a representative from the University of Southampton, representatives from the STBs and the Steer management team. Professional bodies, including, the Chartered Institute of Logistics and Transportation, Chartered Institute of Highways and Transportation and Transport Planning Society, and the Road Haulage Association and Logistics UK were also consulted about how they could contribute to the development of the training. The needs assessment stage has identified:

- that there is a need to improve freight awareness in the public sector, particularly within local authorities;
- freight awareness can be divided into ten practical knowledge areas, including: definitions, operators, sites and infrastructure, data, customers, stakeholder engagement, and deliveries;
- a range of different options for the format of training/tools, including: 'traditional' PowerPoint-based training sessions, eLearning packages, practical guidance and checklists to support embedding freight awareness at a routine and day-to-day level of practice;
- a list of roles and potential audiences concentrated under the policy areas of transport planning, land-use/spatial planning and economic development and regeneration; and
- two potential providers for developing the training, the Chartered Institute of Highways and Transport and the Chartered Institute of Logistics and Transportation.

More detailed information about the needs assessment can be found in Appendix 3.

3.3 The Chartered Institute of Highways and Transport (CIHT) has been chosen to support the development of training modules in conjunction with Steer. Work to develop the course content started in September 2025. The training courses will be delivered through the CIHT website via the TfSE Centre of Excellence. It is anticipated that the courses will be available from April 2026.

3.4 At the last meeting of the Wider South East Freight Forum on 10 June 2025, it was agreed that we should hold a survey of the Forum members. This gave the members an opportunity to provide the STB client team and Steer project managers with feedback on what they valued about the Forum meetings and identified the topics they would like to discuss going forward. This survey has now been completed. The results are as follows:

- The respondents identified a number of benefits being part of the Forum including: sharing and exchanging knowledge, best practice and guidance; opportunities to influence decision-making; networking; receiving updates from public and private sector attendees; and promoting cross-boundary and joined up thinking.
- The most popular suggestions for future discussion topics included: decarbonisation, integration of planning and development policy at the local, regional and national level, freight and logistics in local strategy and policy, kerbside management, DfT's Future of Freight Plan, HGV parking and freight crime.
- The most useful outputs/shared documents that were requested included: case studies and good practice guides, guidance and checklists for local authorities, and public sector/private sector roundtable discussions.

3.5 The next meeting of the freight Forum on 25 November 2025 will include: updates from DfT on the New Plan for Freight (a revision of current Future of Freight Plan) and the Road Haulage Association on the outputs from the DfT's HGV Parking Task and

Finish Group; a presentation from Midlands Connect on their Freight and Superhub Research and a discussion on the macro and micro perspectives of freight consolidation schemes with presentations from Welch's a Cambridgeshire haulier and Rob Gloyn's from Solent Transport's Future Transport Zone project.

4. Rail

4.1 Work on the TfSE **Rail Strategy** is nearing completion. Useful engagement with key stakeholders has taken place to gain evidence, build consensus on corridor priorities and test early findings. Participants included: officers from TfSE's local authority partners; the Department for Transport; Network Rail; train operators Govia Thameslink Railway, Southeastern, Great Western and Cross Country; freight train operators; Heathrow and Gatwick airports; Southampton and Dover ports and the South Downs National Park. The project team has also met with some business end users to understand what employers and the wider economy need from rail in the TfSE area. The meetings with local authority officers have covered both the development of the rail strategy and the ongoing Strategic Infrastructure Plan (SIP) refresh to ensure the best use of officers' time.

4.2 The draft rail strategy is to go out for review to the key stakeholders listed above, including the Technical Officers Group, during the week beginning 27 October 2025. The final draft strategy is due to be presented to the Partnership Board at its meeting on 2 February 2026.

4.3 TfSE continues to work with England's Economic Heartland, Transport East, Network Rail, DfT and TfL on the **Wider South East Rail Partnership**. At its meeting in July 2025, the Partnership agreed to develop a Wider South East Rail Plan. The Plan will bring together existing evidence from all the partners to establish issues and opportunities, develop potential solutions and outcomes, and identify key challenges and dependencies for rail in the local and strategic authority areas in the Wider South East. The Partnership will engage with the wider south east's local and newly established mayoral combined county authorities, and national delivery bodies during its development. It will clearly demonstrate how the Plan will support and align with both central government's missions and the area's strategic and local authorities' priorities. The Plan could then be used to inform the new Great British Railways' work programme about the area's priorities from April 2026 onwards.

5. Decarbonisation

5.1 In September 2025, the Department for Transport finally released their Carbon Assessment Guidance setting out when and how carbon analysis should be integrated into strategy and scheme development. However, the guidance did not make reference to the Carbon Assessment Playbook (CAP), jointly created by the seven STBs. This is despite the CAP having been developed with DfT funding and reflects the fact that the DfT does not endorse or recommend any third-party tools or data sets developed outside of the DfT. Whilst the DfT have not endorsed the tool, they have made reference to it at webinars for local transport authorities on carbon assessment.

5.2 As reported previously, the CAP tool enables the baseline carbon emissions and trajectories to net zero in each of the LTAs to be identified. Each LTA is then able to assess the carbon reduction potential of the proposed transport interventions included in their local transport plans. The tool therefore allows the LTAs to put key elements of the Carbon Assessment Guidance into practice, in particular the early stage assessment of the potential impact on carbon emissions. No other tool currently exists for this purpose.

5.3 Following the publication of the Carbon Assessment Guidance, all of TfSE's constituent authorities were contacted by email to remind them of the role of the CAP in supporting the practical application of the Carbon Assessment Guidance.

5.4 As reported previously, to help LTAs become more proficient in using the CAP in advance of the long awaited guidance being published, a programme of 1-2-1 support is underway to enable representatives from the LTAs to better understand how to use the tool. Two workshops have been held with LTAs in the TfSE area and a further workshop is planned, following the publication of the guidance.

June 2025

EV Charging Projects for the Electrification of Light Commercial Vehicles

Development Guide for Local Authorities

steer

Glossary

Acronyms	
CPO	Chargepoint Operator
DNO	Distribution Network Operators
EVI/EVCI	Electric Vehicle (Charging) Infrastructure (i.e. charge points or charging stations)
LA	Local Authority
LCV / LGV	Light Commercial Vehicle / Light Goods Vehicle
MSOA	Middle Layer Super Output Area
PHV	Private Hire Vehicle
SME	Small and Medium sized Enterprise
SSEN	Scottish and Southern Electricity Networks (a DNO serving part of the TfSE region)
STB	Sub-national Transport Body (e.g. TfSE)
TfSE	Transport for South East (an STB)
UKPN	UK Power Networks (a DNO serving part of the TfSE region)
ZEV	Zero Emission Vehicle

Terms	Definition used in this guide
Charging Hub	Ultra-rapid (150 kW plus) charging location with a minimum of four EV bays. This is determined by the project as meeting the requirements of fleets and of CPOs when thinking about public charging infrastructure supporting light commercial vehicle electrification.
Destination charging demand	Based on destinations as identified by trip information data from regional transport model.
En-route charging demand	Based on origin-destination matrices, showing trip routes from regional transport model.
Fleet/Commercial Vehicle	Vans and light commercial vehicles.

The Electrification of Light Commercial Vehicle Fleets Requires Development of a Suitably Robust Public Charging Network

Summary

- The ZEV Mandate increasingly compels the electrification of vans and other light commercial vehicles (LCV) by limiting availability of new diesel vehicles.
- Most commercial fleet operators can't deploy electric LCV without:
  - Suitable EV technology (i.e., range and load capacity, etc.),
  - Affordable total cost of EV operations and
  - The ability to reliably recharge when and where they need.
- The public sector has a role to play in facilitating LCV electrification by mobilising the roll out of vehicle charging infrastructure and attracting private investment to commercially viable charging infrastructure ventures.

Although regulations mandate the increased adoption of electric vehicles (EVs) within new vehicle sales, operators of light commercial vehicles need access to reliable public charging infrastructure to support electric LCV (eLCV) operations during established duty cycles.

Only a small portion of the nation's LCV fleet enjoys access to depot-based charging and drivers are less likely to have access to domestic off-street charging. Public charging infrastructure for eLCVs must accommodate unique charging characteristics that are different from those for cars. In particular:

- LCVs drive higher mileages at lower efficiency, consuming more energy on a daily basis,
- LCV drivers are more time and price sensitive in their energy demand, and,
- LCVs have greater access requirements (e.g. charging bay size and vehicle security).

This guide focuses on the development of ultra-rapid charging hubs to ensure eLCV drivers can quickly and efficiently recharge during their typical operating schedules.

The public sector's role

Local Authorities (LA) have a role to play in attracting private investment to the development of ultra-rapid charging infrastructure that facilitates the electrification of light commercial vehicles (and cars).

In levering their perspective as to where and when EV charging demand will emerge and identification of those sites that best serve that demand, LAs also address their own objectives including:

- Reduction of greenhouse gas emissions, improvement in air quality and other public health issues,
- Levering incremental value from public real estate and other resources,
- Enhancing competitiveness of the local commercial sector, and,
- Electrification of their own public sector fleet.

About this Guide

Background

The Government's **Electric Vehicle Infrastructure Strategy** obliges sub-national transport bodies (STB) to "assess charging demand at regional level and develop tools to assist local authorities in developing their own charge point plans".

Transport for the South East (TfSE) supports this objective with tools and analyses included in its **Centre of Excellence**. In addition, Transport for the North developed a Charging Infrastructure Visualiser, an interactive map showing forecast EVCI demand that has now been rolled out to all the STB areas. TfSE commissioned the development of the **STB EV Charging Infrastructure Visualiser** to include more detailed projections of demand for charging infrastructure as a function of the increasing uptake of commercial vehicles including electric LCV, buses, taxis and private hire vehicles (PHV), in addition to the existing projections for cars and HGVs. These projections are also available in standalone CSV files.

The TfSE instance of the STB EVCI Visualiser includes a pioneering methodology for estimating where commercial vehicles operate (and therefore where they will require charging infrastructure) as a function of the geographic distribution of business and employees by industry and business size. Further details and assumptions are provided in the **methodology** document.

This project

TfSE commissioned Steer to devise a process by which LAs can:

- Identify where and when demand will emerge for charging infrastructure from eLCVs,
- Consider public real estate and other resources that support development of EV charging infrastructure,
- Scope commercially viable EV charging projects to support LCV electrification.

Steer conducted a pilot project to navigate the EVCI project development lifecycle for eLCVs, with the aim of creating practical examples and documenting lessons learned for this guide. The project entailed extensive engagement with various stakeholders across the value chain.

Who the guide is for and how to use it

This guide supports LA staff in facilitating the regional EV transition particularly among LCVs. It has been written with input from

Key lessons learnt

LA's have a role to play in the development of charging infrastructure that facilitates the electrification of LCVs (cars and other modes). However, their ability to fulfil that role relies on engagement with:

- The local commercial sector to validate where and when demand will emerge, and,
- Private investors (CPOs) seeking opportunity in commercially viable projects.
- Other LA departments more focussed on estate management and stewardship of the region's business community and the attraction of private investment.

Deployment of real estate and other public resources to EV charging can be inhibited by lack of clarity and competing interests within the LA, which must be proactively addressed.

EVI officers in Transport teams as well as others across commercial, property/estates, planning, procurement, highways, and more senior executive roles.

Project Development Cycle - EV Charging Infrastructure

The infographic below lays out the three stages of the project development cycle which make up the major headings and sections of this Guide. The rollout of infrastructure for commercial vehicles doesn't just sit with one team within an LA and should in fact rely on a collaborative approach from across different teams. If desired, this information can be used as a signpost to find the most relevant sections for your role.

1. Defining Demand	2. Selecting Sites	3. Tender Development
1.1 Review the Data - to develop a hypothesis as to where and when demand will emerge **1.2 Validate the Demand** - through direct engagement with local and regional fleet operators	**2.1 Identify and Shortlist Public Land** parcels **2.2 Engage the DNO**	**3.1 Developing Tender Objectives** **3.2 Attracting Private Investment** **3.3 Secure Internal Buy-in, Prepare the Tender and Go to Market**
Relevant LA Departments		
Transport **|** Highways **|**	Transport **|** Highways **|** Estates/Properties **|** Commercial/Finance**|** Planning	Transport **|** Highways **|** Estates/Property **|** Commercial/Finance **|** Procurement

1.1 Review the Data - Overview

Project development begins with a hypothesis as to where and when demand will emerge for charging infrastructure from the expanding adoption of eLCVs.

The assessment for the hypothesis should consider evidence from widely available data (see blue box to the right and Section 1.1) to assess optimal locations for charging hubs, which will then be validated through direct engagement with fleet operators (Section 1.2) to review:

- Planned eLCV uptake over time,
- Associated energy requirements and
- Operator's duty cycles (i.e., the distances, routes and regions in which they travel and opportunities to accommodate vehicle charging).

A robust perspective on emerging demand will be crucial to attracting private investment.

Initial assessment

Tools like the STB EVCI visualiser are freely accessible and can be referenced by LAs and other stakeholders to foster collaboration and transparency. Maps on the following pages reflect example outputs for Brighton & Hove including:

- Forecast concentration of electric LCVs by LA (and Middle Layer Super Output Area (MSOA)),
- Forecast eLCV energy demand by MSOA,
- Locations where vehicles frequently stop, and,
- Traffic volumes at select locations.

Next steps

A combination of these maps and available real estate information (as outlined in Section 2) provides initial insight to LAs as to where opportunities exist for development of charging infrastructure that facilitate electrification of LCVs.

Note that due to the current low levels of eLCVs, any public charging infrastructure installed in the next few years would need to be shared with cars to support a base level of asset utilisation. Therefore, the tender or investment prospectus should also lay out eCar demand for public charging infrastructure (eCar demand is not discussed further in this report but this data is shown in the STB EVCI Visualiser).

Key data sources

STB EV Charging Infrastructure Visualiser

- Forecasted number of eLCVs (developed accounting for the ZEV Mandate) redistributed as a function of firms & employees by industry and firm size to reflect where eLCV work and will require energy.
- Forecast energy and charger demand derived from LCV telematics data.

DfT Road Traffic Statistics

- Average daily traffic flow by vehicle type (LCV).

Field Dynamics - Fleet Map

- Number of vans stopping for 6 hours or more, based on telematics data from Geotab, Webfleet and Lightfoot. (Available via Cenex or in Chargepoint Navigator/ Catchment Modeller tools).

1.1 Review the Data – eLCV Uptake Forecast

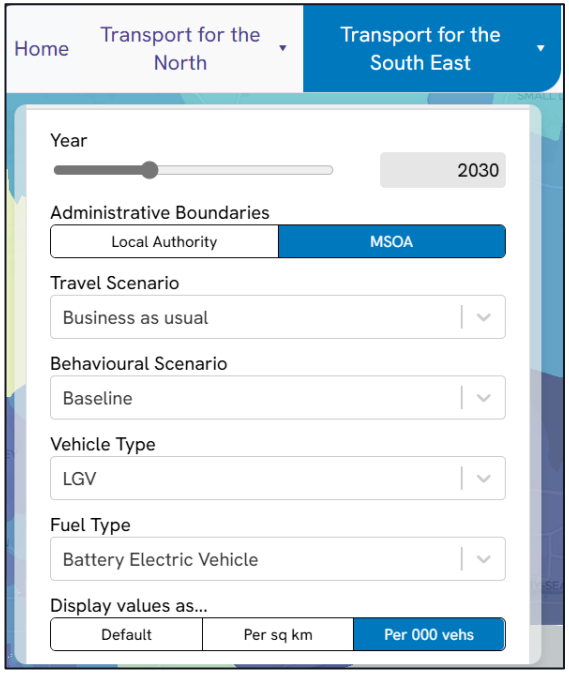
Accessing the data

The TfSE Fleet EVCI forecast is available as CSV files via the **Centre of Excellence** and also via the **STB EVCI visualiser**.

In the Visualiser tool the first map(s) of interest are populated by making the following selections in the settings menu (see Figure 1 for screenshot):

- **Year** – it is relevant to review both '2030' and '2040' as these dates represent the start and end of the charger lifecycle assuming installation before 2030 and a circa 12-15 year lifespan.
- **Administrative Boundaries** – 'MSOA'.
- **Vehicle type** – 'LGV'.
- **Travel Scenario** - 'Business as usual'.
- **Behavioural Scenario** - 'Baseline'.
- **Fuel type** – ensure 'Battery Electric Vehicle' is selected.
- **Display values as** – either 'Per sq km' or 'Per 000 vehs' as required.

Figure 1: Screenshot of the STB EVCI Visualiser tool showing the required settings to display the relevant eLCV forecasts.



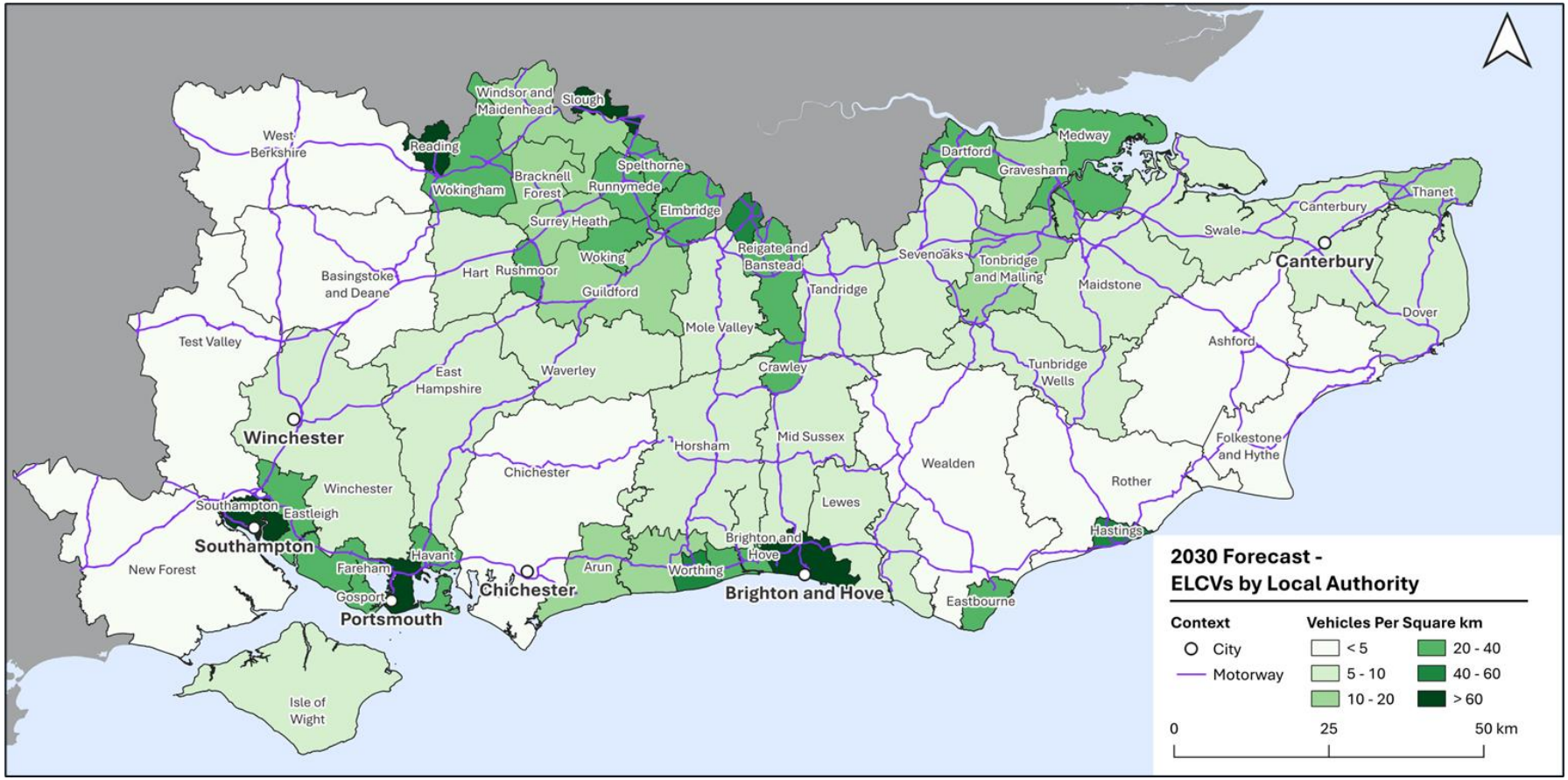
Source: STB EVCI Visualiser

What the data shows

Figure 2 illustrates the LAs likely to have the highest density of eLCVs by 2030. This would be a view that the CPOs would be interested in, therefore it is important for LAs to consider when thinking about the attractiveness of their proposition against other areas.

The TfSE instance of the STB EVCI Visualiser interface also indicates the absolute number of eLCVs projected in five-year increments through to 2050 and at the MSOA level. These numbers provide a basis for anticipating required chargers based on targeted EV/charger ratios which will be different for each LA to account for different levels of off-street parking availability (see Appendix A). The higher the off-street parking availability the higher the EV to public charger ratio can be.

Figure 2: TfSE heatmap showing eLCV foreacast in 2030 by LA.



Source: STB EVCI Framework Model.

1.1 Review the Data – En-route & Destination Demand Forecast

Overview

Energy demand forecasts incorporate fewer assumptions compared to charger demand forecasts. For specific projects it is relatively easy to translate energy demand to charger demand based on the charging power desired and expected utilisation for the type of site using the following equation:

$$number\ of\ chargers = \frac{annual\ energy\ demand}{charger\ power \times hours\ of\ operation \times utilisation}$$

Remember however that the annual energy demand for that locality could also be met by other chargers in the area.

Accessing the Data

The map in Figure 3 showing charging demand from eLCVs is created using the CSV data from the TfSE fleet forecast, developed using the STB EVCI Framework model. (The STB EVCI Visualiser shows the combined demand from all vehicle classes.)

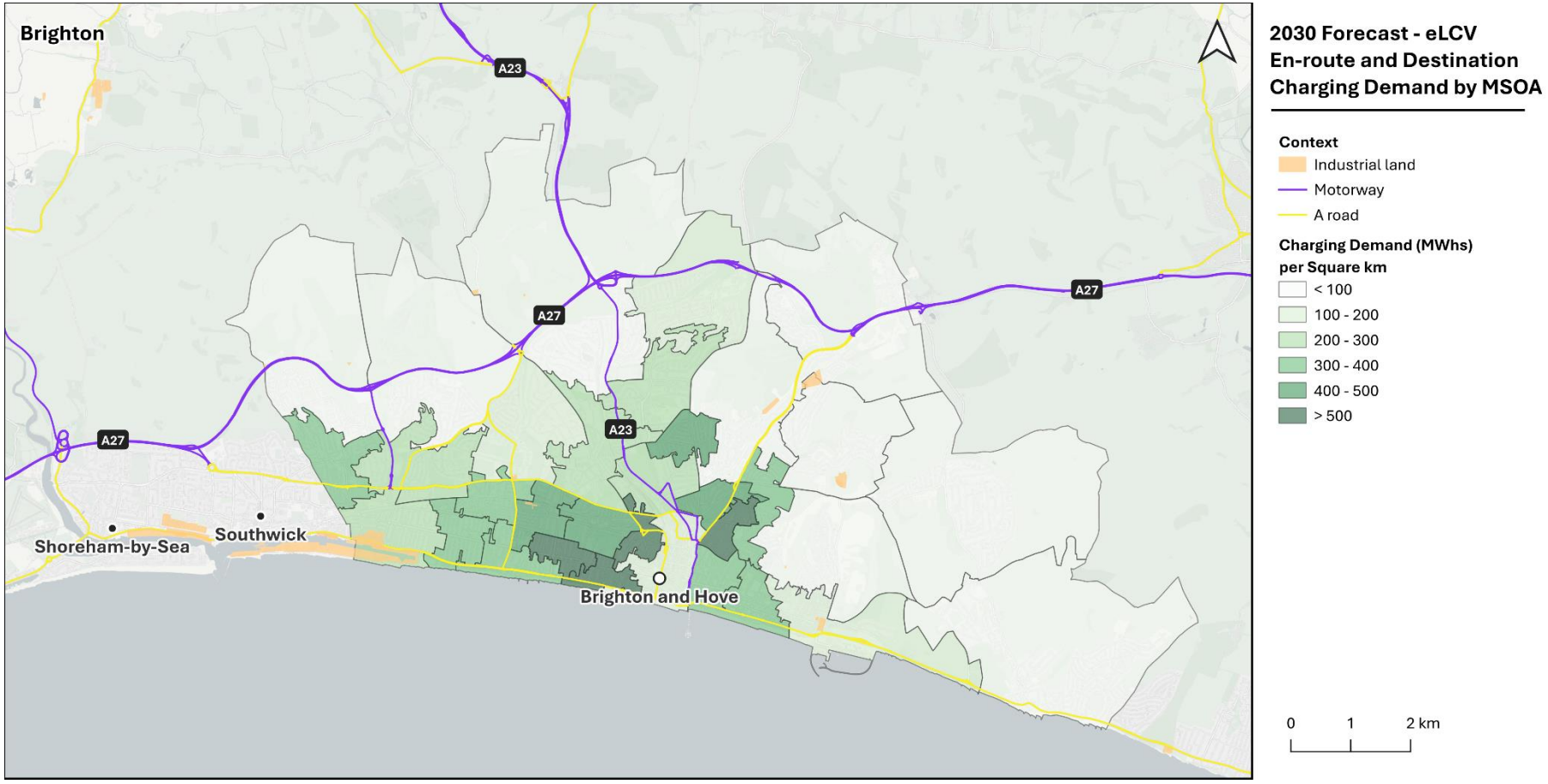
What the data shows

Figure 3 shows the MSOA areas within Brighton & Hove with the highest forecast en-route/destination demand for ultra-rapid charging from eLCVs according to the STB EVCI Framework model (in darkest green).

The model uses inputs from the Regional Transport Model – trip information based on mobile data – to distribute destination-based charging demand to the destination.

The STB EVCI Framework model engine further includes a tool to identify locations on the major road network suitable for en-route rapid chargers, based on the modelled trip routes and trip distances.

Figure 3: Forecast en-route and destination charging demand by MSOA for eLCVs in 2030.

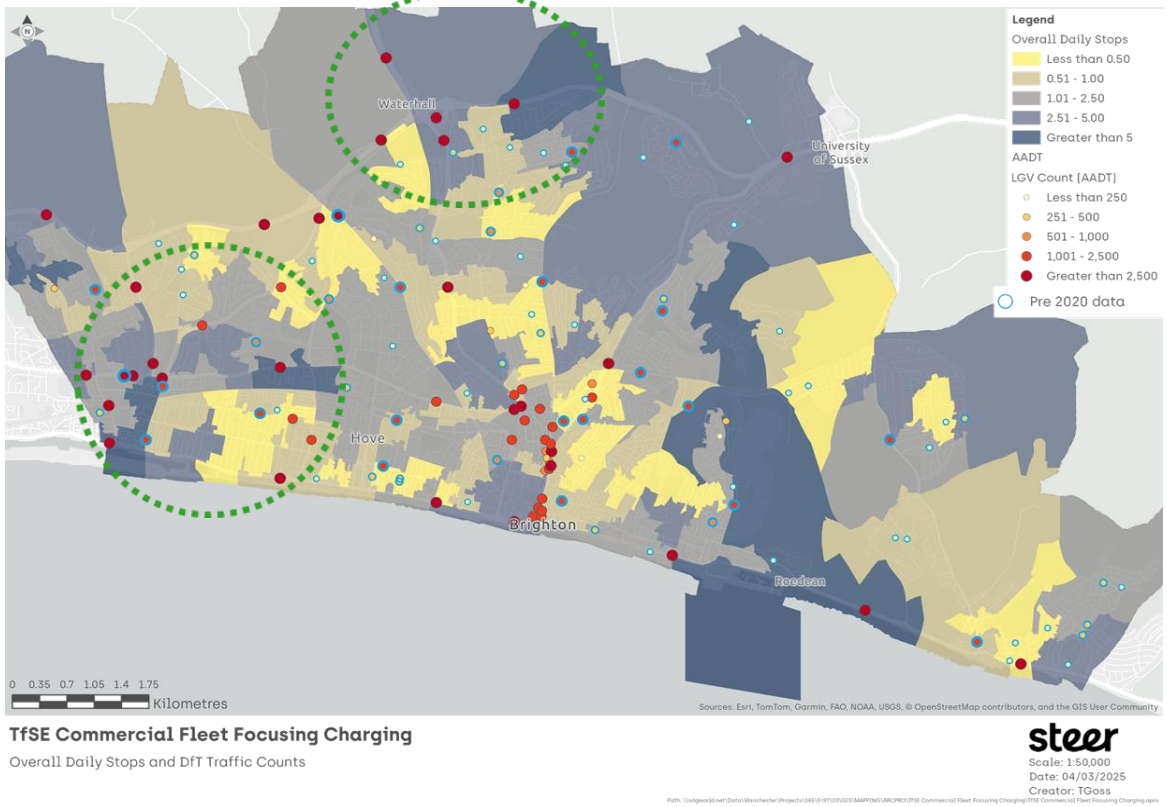


Source: STB EVCI Framework Model.

1.1 Review the Data – Traffic and Telematics Data

Figure 4 shows the FleetMap data (source: Field Dynamics available to purchase through Cenex[1]) indicating where vehicles are likely stop overnight, and LGV (i.e. LCV) traffic count data (source: **DfT Annual Average Daily Traffic Count data**) indicating the areas of high-powered, en-route charging demand. Note that both datasets are samples (i.e. the data does not provide full coverage).

Figure 4: Brighton and Hove, LCV traffic counts and telematics stopping information.



Assessment

Rapid charging hubs should be located near the highest LCV traffic count areas (darker red dots) and adjacent or close to areas where LGVs are kept overnight so that drivers can top-up at the end or start of their day (darker blue areas).

Circled in green are potentially good areas for LCV charging - the western edge of Brighton & Hove and the A23 and A7 intersection in the North.

Tip: Check if your highways department has additional traffic count data to supplement the DfT data.

[1] Contact nevis@cenex.co.uk

Source: Fleet Dynamics and DfT.

1.2 Validate the Demand

Validating demand

To attract private investment in charging projects for light commercial fleet vehicles, LAs can significantly contribute by directly engaging with the fleet operators who will drive demand.

This project's engagement with businesses operating fleets of between 6-10 vehicles found that:

- Most vans go home with the driver overnight and most do not have off-street parking/charging.
- Hence, charging preferences are:
  - In the morning at shift start or
  - Over longer mid-shift breaks.
- Drivers prefer locations with amenities (e.g. shops and toilets).
- In considering adoption of EVs, smaller businesses are unlikely to have a defined fleet plan but are likely to be influenced by short-term cash flow and availability of new or used EVs.
- Contactless payment is a key requirement for drivers charging EVs in commercial use.

LAs should conduct further engagement with their local businesses to understand:

- Planned eLCV uptake over time,
- Associated energy requirements (based on daily/annual mileage),
- Operator's duty cycles (i.e. the shift times, routes and regions in which they travel and opportunities to accommodate vehicle charging), and,
- Appetite to commit to obtaining a defined amount of energy from select ultra-rapid charging hubs, and,
- Barriers to electrification.

Recommendation

Transport teams in LAs should consider undertaking dedicated outreach programs with fleet operators and their LCV drivers, perhaps through public sector departments already engaged with local private sector enterprises.

When engaging with representative trade bodies like Chamber of Commerce, AFP, Logistics UK and others, it is recommended that:

- Key messages to LCV operators are repeated across consecutive newsletters to encourage engagement,
- Requests for engagement are based on specific geographic areas of interest, and/or
- Requests for engagement and input are made through live webinars/events.

2.1 Identify and Shortlist Public Land Parcels

Key site selection criteria

This project found that sites suitable for eLCV charging are likely to have the following features:

- Space for a minimum of four accessible[2] parking/charging bays,
- Proximity to amenities (toilets, café/shop),
- Adjacent to high-traffic routes with easy access and
- Proximity to electricity network infrastructure.

LA land parcel data

Availability of land for EVCI development depends on competing interests over the land and, in part, the financial circumstances of the council.

Our engagement with estates/properties departments of local authorities showed that the availability of land data is not necessarily clear. Even in the best cases, data is unlikely to reflect a complete view of what is available. Smaller land parcels that are still suitable for EV charging may only become known by 'walk through' of the area or when someone approaches the LA with a specific query about the land.

In addition, the land parcel inventory is likely to show freehold land only, information on leasehold land is often separate. While sub-leases require negotiations and add complexity leased land may still be considered for EVCI rollout if site fundamentals are strong and the lease term is of sufficient length (15 years plus).

Some local authorities prioritise land for disposal or development, these parcels often cannot be considered for EVCI development by the LA and CPOs are unlikely to be able to bid to purchase this land without information about the local electricity network capacity for connection. While EV charging can be a viable use for public land (often, particularly those smaller parcels with convenient adjacency to traffic and energy), suitability typically requires long-term availability of the land and timely engagement with the local electricity network operator.

Recommendation

Identifying land for EV charging relies on close collaboration with estates/ property team personnel to assess opportunities that satisfy site selection criteria.

Local authorities should focus on identifying smaller land parcels that are adjacent to key LCV traffic routes that will likely be unsuitable for other uses and hence without or with limited competing interests and perhaps work with other neighbouring LAs to bundle these land parcels into compelling opportunities for CPOs.

[2] According to PAS 1899 standards, to ensure sufficient space for larger vans.

2.2 Engage the DNO

Electricity network connections

Distribution Network Operators (DNO) serving the TfSE area are UK Power Networks (UKPN) and Scottish and Southern Electricity Networks (SSEN). The ENA tool can indicate the right DNO for any specific site.

The cost of the connection to the electricity network from the identified EV charging sites can vary widely and reflect location of the existing electricity network with reference to the selected site. Grid connections that require cables to cross multiple land parcels from different landowners are expensive and can require time consuming wayleaves and easements.

Both DNOs provide helpful online tools to view the network (and capacity):

- SSEN's Electric Office Mapping Tool
- UKPN's Network Infrastructure and Usage Map

Connection size

Connection size (in kVA) roughly reflects the number of chargers multiplied by the average charger power (1 kW ≈ 1 kVA). This guide promotes the installation of chargers with a rating of 150 kW or more because of the importance of charging speed to LCV operators. Current vehicle models however limit the maximum power drawn such that the average charging power is currently around 80 kW. Over the charger lifecycle, vehicle capabilities will continue to improve and need to be supported by the same EVCI.

DNOs offer pre-connection application support to provide guidance on any thresholds for connection that may significantly increase time or costs for connections in specific areas and to talk about solutions, such as flexible or phased connection that may help manage costs and timelines for EVCI rollout through:

- UKPN's "Ask the expert' surgery" and
- SSEN's "LA & Community Energy Group"

The size of connections should balance current and anticipated future demand with the cost of connections. In many cases, current grid availability will serve for the near term. Cost and time for larger connections can present challenge but all chargepoint operators will likely utilise load balancing software to manage power drawn from chargers.

Connection costs estimates and quotes

A high-level budget estimate can cost up to £300. A full connection quote, which includes a full network power study is about £1200. DNOs are bound by Guaranteed Standards of Performance which require them to respond to connection quote requests within 45 working days for low voltage connections and 65 working days for high voltage connections.

Connection costs are made up of a non-contestable component (works which must be carried out by the DNO) and a contestable component that may be completed by an independent connections provider (ICP) registered with the DNO (this may be cheaper). Ultimately, the CPO is best placed to coordinate the connections process.

3.1 Developing Tender Objectives

The first task should be defining a set of prioritised objectives. Generally, those objectives include the establishment of EV charging infrastructure funded by private investment that facilitate electrification of light commercial vehicles while:

- Deriving value from the re-deployment of public real estate and other resources to their "highest and best use",
- Enhancing the economic viability of the region's transition to eLCVs, and,
- Achieving social objectives around emissions reduction and public health.

Efficient procurement and clear contractual terms ensure that the LA and CPO/investor align in meeting driver demand while satisfying investment goals.

3.2 Attracting Private Investment

A successful tender for a concession where a private investor funds, installs, and operates EV charging infrastructure for eLCVs should align with both the LA's and the chargepoint operator's objectives. The ITT including the specification and draft contractual terms should account for the following CPO requirements.

CPO criteria for investing in EVCI

In addition to the site selection criteria in Section 2.1 it is essential for CPOs to secure long-term concessions (i.e. 20 years and up) without exposure to any "no fault" break clause at the discretion of the tenderer that would inhibit their opportunity to secure return on investment. CPOs also need to have control over the setting or adjusting of their tariffs to reflect changes in their costs.

CPOs also find it desirable to secure:

- Freedom to appropriately design/brand the charging infrastructure,
- No restriction on "change of control" that would inhibit their raising of incremental capital.

Ultimately, investors are compelled by well-developed projects at scale that facilitate return on investment while mitigating exposure to commercial risk.

Observation

CPOs have an appetite to seek explicit supply relationships with LCV fleet operators to mitigate their exposure to commercial risk.

Tendered projects that validate the emergence of demand from these operators will attract full private sector funded offers to support electrification of LCV fleets and secure objectives of the LA and the wider public sector.

3.2 Preparing and Running the Tender Exercise

Once demand has been validated and sites have been shortlisted, the LA can engage its procurement resource in preparing the tender, including draft contracts tied to key performance indicators (KPIs), and a go-to-market strategy. The EVI officer should lead in the drafting of the KPIs, the technical and commercial specification (which should not be prescriptive but should set minimum requirements), and a set of clear and transparent evaluation criteria. It may be beneficial to test the evaluation framework to see how different bidder responses would be evaluated, this would also help to develop some worked examples that could be provided by bidders.

EV charging presents opportunity for LAs to engage in a commercial venture securing value for the public sector and service to LCV operators. An effective tender that indicates commercial viability while mitigating commercial risk secures the necessary approvals based on:

- The economic, environmental and public health benefits to be secured by the public sector, the CPO and local LCV operators, and,
- Mitigated risks reflected in draft contractual terms for this public engagement in a commercial venture.

Procurement approach

Depending on its size, the EV charging project may be subject to public procurement legislation revised in February 2025. The authority's procurement and legal support will confirm the form of process to be engaged in securing a chargepoint operator to fund, install and operate the resource. Formal approval to go to tender should be sought.

Shortlisting CPOs

Particularly if using an open procurement process, the LA may benefit from identifying target CPOs to invite to tender. It is essential that shortlisted CPOs are in the business of providing ultra-rapid charging, this information can be found at **Zap-Map** or through **ChargeUK**, the industry's representative body.

It is also desirable that CPOs demonstrate the following (which can also be assessed through the tender process):

- A track record of having successfully installed projects of comparable scope, preferably with at least some coverage in the region and experience with the relevant DNO,
- A focus on providing a positive experience comprised of reliable availability of chargers at convenient locations and at economical pricing,
- A service offer focussed on serving the relatively more predictable demand of LCV fleets,
- Payment receivable through contactless charging or roaming services such as Allstar, Paua, Octopus Electroverse or ZapPay.

Running the Tender

The tender process should be more streamlined and faster than for publicly co-funded schemes which have additional requirements.

Appendix A: Households with off-street parking potential by LA.

Table 1: Local Authority proportion of households with off-street parking/parking potential.

LA	Households with access to off-street parking
Bracknell Forest	61%
Brighton and Hove	47%
East Sussex	68%
Hampshire	53%
Isle of Wight	67%
Kent	68%
Medway	70%
Portsmouth	34%
Reading	49%
Slough	58%
Southampton	73%
Surrey	70%
West Berkshire	74%
West Sussex	69%
Windsor and Maidenhead	67%

Source: FieldDynamics. https://onstreetcharging.acceleratedinsightplatform.com/. Field Dynamics have determined households that have sufficient space to park and charge within the boundaries of their property using Ordnance Survey's OS MasterMap Topography and AddressBase datasets. Each property has been assessed using Field Dynamics advanced algorithms to provide the parking propensity score of 0, 1 or 2 for each individual UPRN. Any property with a score of 0 is an on-street household.

Appendix B: Slough maps

Figure 5: Forecast en-route and destination charging demand by MSOA for eLCVs in 2030 in Slough.

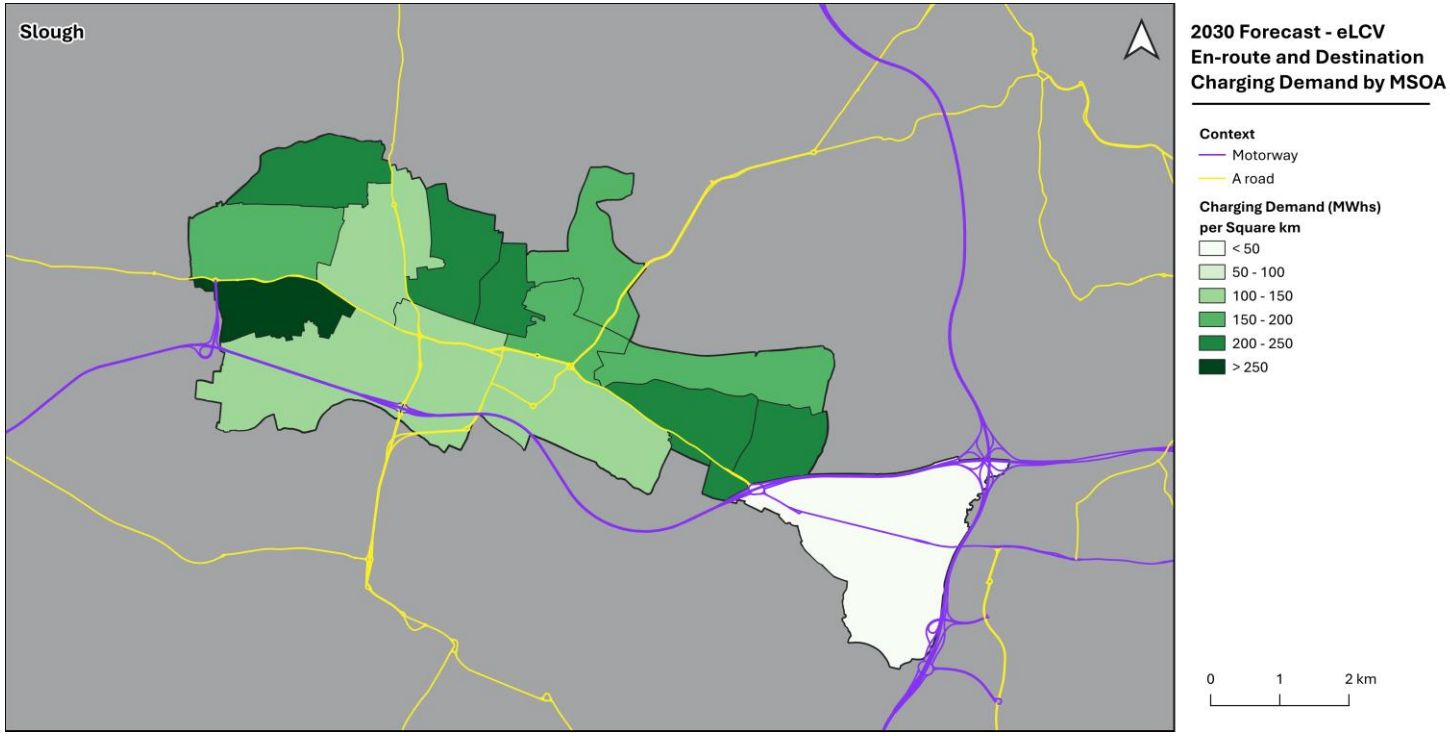
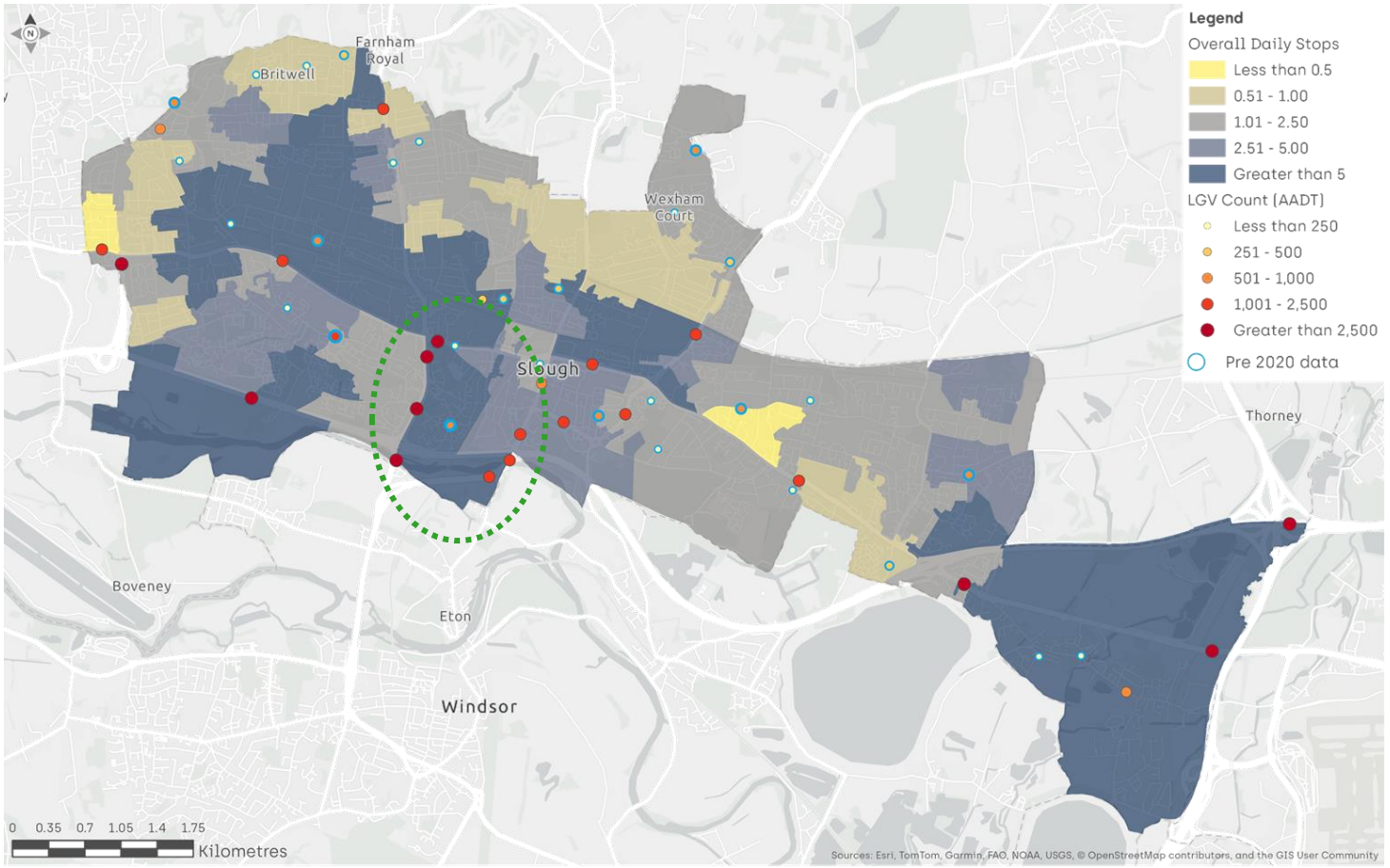


Figure 6: Slough, LCV traffic counts and telematics stopping information.



TfSE Commercial Fleet Focusing Charging

Overall Daily Stops and DfT Traffic Counts

steer

Scale: 1:45,000
Date: 12/03/2025
Creator: TGoss

Path: \\sdgworld.net\Data\Manchester\Projects\245\5\97\03\GIS\MAPPING\ARCPRO\TfSE Commercial Fleet Focusing Charging\TfSE Commercial Fleet Focusing Charging.aprx

Assessment

Rapid Charging Hubs should be located near the highest LGV traffic count areas (darker red dots) and adjacent or close to areas where LGVs are kept overnight so that drivers can top-up at the end or start of their day (darker blue areas).

Circled in green a potentially good area for LCV charging - the A4355 has four dark red spots and is adjacent to an area with high-number of overnight stops. But note that the traffic count data is not evenly distributed across the area and the Fleet Map data may also not be representative of the population.

steer

Appendix 3 - Item 16 - Technical Programme Update

Improving public sector freight awareness

Phase 1: Needs assessment report

September 2025 Version 2.0

Prepared by

Steer

14-21 Rushworth Street

London SE1 0RB

+44 20 7910 5000

www.steergroup.com

Prepared for

Transport for the South East, England's Economic Heartland and Transport East

Control Information

Author/originator: FJ (Steer), IW (Future City Logistics), TC (University of Southampton)

Reviewer/approver:

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Distribution: Transport for the South East, England's Economic Heartland and Transport East

Executive summary

Context

'Freight awareness' is the understanding required of the freight system's operations, ways of working, constraints, opportunities and needs for informed policy and decision-making across transport, planning and economic development disciplines.

Steer, with Future City Logistics and University of Southampton, has been commissioned by Transport for the South East (TfSE), England's Economic Heartland (EEH) and Transport East (TE) to design a programme to increase awareness of the needs of the freight sector in public sector bodies at regional and local levels; and to provide information to the freight sector to support navigation of the public sector. The sub-national transport bodies have identified the need to "improve capacity, capability, intelligence and expertise in the [regions]" (TE)[1], and specifically to "increase public sector understanding of the freight and logistics industry" (TfSE)[2], by "providing 'training at a local level for planners" (EEH) [3].

The Freight Awareness project for TfSE, EEH and TE has been designed to develop suitable training, and has two phases of work:

- **Phase 1**: a training needs assessment to build an understanding of the need for freight awareness and determine priorities for the Freight Awareness programme; and
- **Phase 2**: a programme development phase to develop and pilot the tools and training recommended through Phase 1.

This report is the output for Phase 1 and so presents the findings of the training needs assessment and outlines options for the Freight Awareness programme to be developed in Phase 2.

Objectives of the project

The main objectives of the Freight Awareness programme overall are to:

- increase the knowledge and understanding of local authority officers responsible for transport and spatial planning of the needs and impacts of freight and logistics operations in their areas;
- enable better informed decision-making that takes greater account of the needs of the freight and logistics sector; and
- enable the development and implementation of practical solutions that seek to mitigate the impacts of the freight and logistics sector.

[1] Transport East (2023) https://www.transporteast.gov.uk//wp-content/uploads/20230224-TE_Strategy-FINAL.pdf

[2] TfSE Freight and Logistics and Gateways Strategy https://transportforthesoutheast.org.uk/app/uploads/2022/05/TfSE_FLAGS_Report_v1.71.pdf

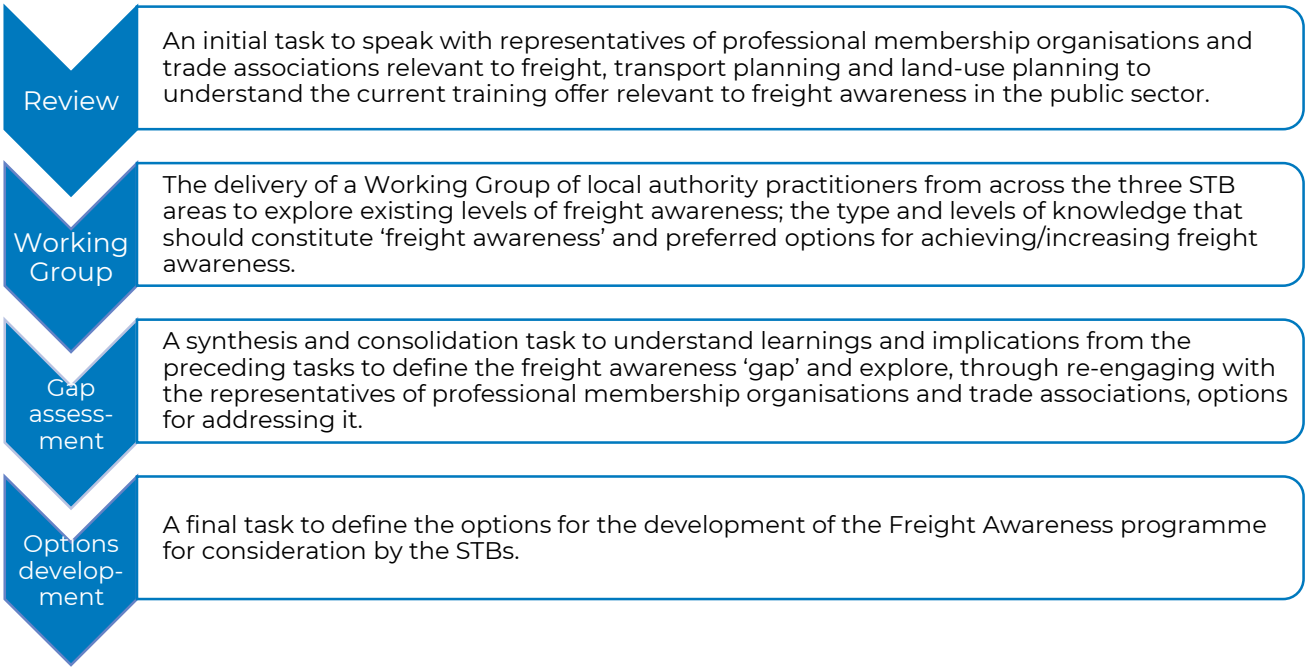
[3] England's Economic Heartland's Freight Study (2019) https://eeh-prod-media.s3.amazonaws.com/documents/Freight_Study.pdf

The objectives of Phase 1 of the Freight Awareness project (training needs assessment) are to:

- understand current levels of freight awareness within the public sector, including knowledge areas/topics and level of knowledge held;
- identify where freight awareness is needed and how it is currently deployed in planning and decision-making processes;
- identify the full scope of freight topics that should be covered by the Freight Awareness programme, including the level of detail required for each;
- identify what the freight sector needs to know about how local authorities work in order to navigate it and its processes more effectively, and with better outcomes;
- identify any relevant private sector activity attempting to address freight awareness and any reasons for successes or failures; and
- identify preferred options and associated costs for delivery of the Freight Awareness programme.

Project approach

Phase 1 of the project has comprised four main areas of work:



The need for 'freight awareness'

'Freight awareness' is the opposite of 'freight blindness'. At the most basic level, freight awareness is an understanding that functioning economies and communities (and therefore streets and places) depend upon the efficient, timely and cost-effective movement of goods.

Without freight awareness in the public sector, there is a significant risk that the planning and regulatory environment does not take full account of how the freight sector works, and the constraints and opportunities that exist. In general terms, for planning and decision-making to deliver the right outcomes it must be founded upon

an accurate understanding of the issues at play in the locale and the potential consequences of different actions. Without a clear, comprehensive understanding of the broader system that exists, there is the risk that:

- the wrong, or a sub-optimal, solution is developed and implemented;
- the issue is displaced, worsened, and/or there are unintended consequences; and/or
- the sector/actors involved are hindered, or not sufficiently enabled, by the planning and regulatory environment

Key findings from the training needs assessment

The key findings from the discussions with the Working Group and professional membership and trade organisations relevant to the development of the Freight Awareness programme include:

There is currently no 'off-the-shelf' training programme that covers the freight topic for a public sector audience.

With few exceptions, current levels of freight awareness in the public sector are low, and where practitioners do have some proficiency or expertise it is typically limited to one or two sub-themes within the freight area.

Local authority practitioners can be unaware of the extent of their lack of freight awareness and not seek further advice or assistance when working on issues or projects which interact with the freight and logistics. This may result in poor outcomes or further challenges which the freight or public sector must then work to navigate, absorb or try to retrospectively solve.

The 10 knowledge areas (below) identified appear to be a practical segmentation of the freight awareness knowledge required.

1.	Definitions
2.	Operators
3.	Sites and infrastructure
4.	Customers
5.	Deliveries
6.	Outcomes
7.	Regulations and enforcement
8.	Data
9.	Stakeholder engagement
10.	Potential solutions

The Working Group identified a range of different options for the format for training/tools to be developed as part of the Freight Awareness programme, in addition to 'traditional' PowerPoint-based training sessions and eLearning packages. Of particular note was the request for practical guidance and checklists to support embedding freight awareness at a routine and day-to-day level of practice.

Our conversations with the Working Group and external stakeholders identified a long list of roles and potential audiences for which freight awareness was relevant, concentrated under the policy areas of transport planning, land-use/spatial planning and economic development and regeneration.

Freight awareness training delivery options

The project has identified the Chartered Institution of Highways and Transportation (CIHT) and the Chartered Institute of Logistics and Transport (CILT) as suitable training providers as part of the Freight Awareness Phase 1 Needs Assessment in their capacity as professional membership organisations relevant to freight and related disciplines. Both organisations have previous experience in building and delivering training courses and they have expressed interest in developing a freight awareness training solution in Phase 2.

However, both have very different types of solutions and it is not straightforward to compare them on a like-for-like basis. Both organisations' proposals must be discussed with the STB client team before a decision can be made as to what the Freight Awareness programme will comprise.

Next steps

The Freight Awareness Phase 1 training needs assessment identified that the Chartered Institution of Highways and Transportation (CIHT) and the Chartered Institute of Logistics and Transport (CILT) are capable of providing suitable training programmes to respond to the objective of improving public sector freight awareness. Both bodies have provided examples of potential training programmes. The STB client team and the Freight Awareness project team will now ask them to submit formal proposals to which are fully costed and contain delivery outputs, outcomes and timescales. These will be formally assessed by the project team. The one that best aligns with the requirement for the Freight Awareness programme will be taken forward to Phase 2.

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1 Introduction

1.1 Introduction to the project

Steer, with Future City Logistics and University of Southampton, has been commissioned by Transport for the South East (TfSE), England's Economic Heartland (EEH) and Transport East (TE) to design a programme to increase awareness of the needs of the freight sector in public sector bodies at regional and local levels; and to provide information to the freight sector to support navigation of the public sector. The sub-national transport bodies have identified the need to "improve capacity, capability, intelligence and expertise in the [regions]" (TE)[4], and specifically to "increase public sector understanding of the freight and logistics industry" (TfSE)[5], by "providing 'training at a local level for planners" (EEH) [6].

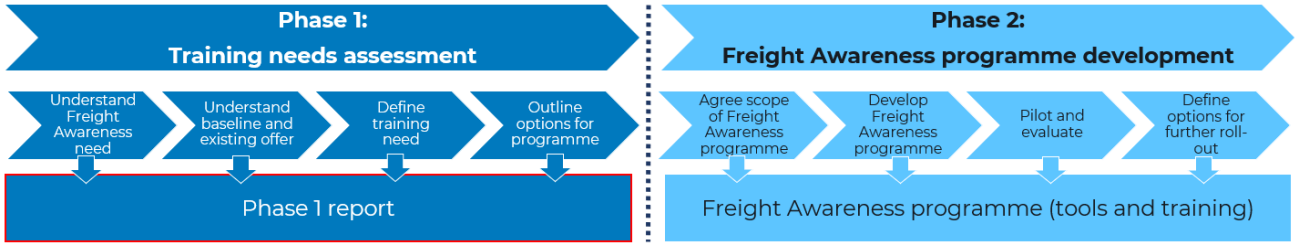
The Freight Awareness project for TfSE, EEH and TE has been designed to develop suitable training, and has two phases of work:

Phase 1 - Training needs assessment: an exploratory phase to understand:
- the key areas of knowledge required to constitute 'freight awareness';
- which roles and functions require freight awareness for them to be carried out effectively; and
- the best methods for conveying the knowledge required for 'freight awareness'.

Phase 2 - Programme development: a second phase which builds on the assessment of the training needs to develop and pilot appropriate and effective tools and training to increase freight awareness in the public sector.

This report is the output for Phase 1 and so outlines the findings of the training needs assessment and outlines options for the Freight Awareness programme to be developed in Phase 2.

Figure 1-1 Freight Awareness project overview



[4] Transport East (2023) https://www.transporteast.gov.uk//wp-content/uploads/20230224-TE_Strategy-FINAL.pdf

[5] TfSE Freight and Logistics and Gateways Strategy https://transportforthesoutheast.org.uk/app/uploads/2022/05/TfSE_FLAGS_Report_v1.71.pdf

[6] England's Economic Heartland's Freight Study (2019) https://eeh-prod-media.s3.amazonaws.com/documents/Freight_Study.pdf

1.2 Project context

1.2.1 The need to improve 'freight awareness'

The National Infrastructure Commission's 2018 interim report on the Future of Freight identified an issue of "freight blindness"[7]; a widespread failure within the UK's planning system to recognise and accommodate the needs and value of freight, leading to sub-optimal outcomes for the freight sector in terms of infrastructure and land-use planning and decision-making.

In 2022, the Department for Transport (DfT) published The Future of Freight: A Long Term Plan. The Plan is currently being updated and a new version is anticipated in late 2025. The 2022 version of the Plan, published under the then Conservative government, set out how government and industry would work together towards a freight sector that is cost-efficient, reliable, resilient, environmentally sustainable and valued by society. The Plan suggests that planners and decision makers need to better understand and value freight in order to better support the sector, in economic and environmental terms.

1.2.2 A recognised need to improve freight awareness by TfSE, EEH and TE

TfSE, EEH and TE have all identified freight and logistics as areas of focus and specifically recognise that the public sector has a gap in its understanding of the freight sector in their freight and/or transport strategies:

- In TfSE's Freight and Logistics Gateways Strategy 'freight blindness', defined here as "where the needs of freight and logistics are not adequately understood and thereby not fully considered by local and regional planning authorities"[8] is recognised as a factor constraining the growth of the freight and logistics sector. The Strategy includes a strategic action to facilitate better local freight and logistics planning, and an associated measure to raise freight awareness among public sector officers.
- EEH's Freight Action Plan, revised 2025, identifies "freight blindness" as a strategic issue with associated actions including supporting public sector awareness and training.
- In TE's Transport Strategy the value of the freight sector to the area's local economy is demonstrated through the fact that port operations alone contributed over £7.6 billion in GVA in 2015[9]. The strategy's delivery plan includes a commitment to a technical work programme to "improve capacity, capability, intelligence and expertise in the region to drive forward our strategy projects and programmes."[10]

Work is underway to address this gap within each of the Sub-national Transport Bodies (STBs) and inform longer-term strategic thinking by increasing engagement with the freight and logistics industry, including through the Wider South East Freight Forum (WSEFF).

[7] Future of Freight Interim Report, National Infrastructure Commission, 2018, page 32
[8] Freight Logistics and Gateways Strategy, TfSE, 2022, page 4, paragraph 1.16
[9] Transport Strategy 2023-2050, Transport East, page 25
[10] Transport Strategy 2023-2050, Transport East, page 105

The Freight Awareness project is designed to help the STBs address more immediate issues, by working collaboratively to increase the awareness and understanding of the needs of the freight and logistics sector in local authorities and by increasing the awareness of the workings of local government amongst freight and logistics operators and associated organisations.

1.3 Objectives of the project

The objectives of the Freight Awareness programme overall are to:

- increase the knowledge and understanding of local authority officers responsible for transport and spatial planning of the needs and impacts of freight and logistics operations in their areas;
- enable better informed decision-making that takes greater account of the needs of the freight and logistics sector;
- enable the development and implementation of practical solutions that seek to mitigate the impacts of the freight and logistics sector; and
- improve the understanding in the private sector (customers, operators and representative groups) of how local policy is developed, planning decisions are taken, and what information local authorities would find useful to have in order to better address industry requirements.

The objectives of Phase 1 of the Freight Awareness project (training needs assessment) are to:

- understand current levels of freight awareness within the public sector, including knowledge areas/topics and level of knowledge held;
- identify where freight awareness is needed and how it is currently deployed in planning and decision-making processes;
- identify the full scope of freight topics that should be covered by the Freight Awareness programme, including the level of detail required for each;
- identify what the freight sector needs to know about how local authorities work in order to navigate it and its processes more effectively, and with better outcomes;
- identify any relevant private sector activity attempting to address freight awareness and any reasons for successes or failures; and
- identify preferred options and associated costs for delivery of the Freight Awareness programme.

1.4 Project approach

Phase 1 of the project has comprised four main areas of work:

1. An initial task to speak with representatives of professional membership organisations and trade associations relevant to freight, transport planning and land-use planning to understand what (if any) training they offered that was relevant to increasing freight awareness in the public sector. We spoke with representatives from:
    - Chartered Institution of Highways and Transportation (CIHT)
    - Chartered Institute of Logistics and Transport (CILT)

- Logistics UK
- Road Haulage Association (RHA)
- The Royal Town Planning Institute's (RTPI) and Transport Planning Society's (TPS) Transport Planning Network (TPN), a volunteer-led forum for those with an interest in transport issues, run jointly by the RTPI and the TPS. We were directed to this network by the RTPI.
- The Transport Planning Society (TPS)

2. The set-up and delivery of a Working Group, a representative group comprising public sector planning and transport planning practitioners from a variety of local authority officers from across the STB regions. Through a combination of presentations, discussions and site visits, the Working Group helped us explore:

    - existing levels of freight awareness;
    - how existing levels of freight awareness have been achieved;
    - the different roles and functions within authorities for which freight awareness was needed;
    - the type and levels of knowledge that should constitute 'freight awareness'; and
    - preferred options for achieving/increasing freight awareness.

    Further information about the composition and activities of the Working Group is provided in Chapter 3.

3. A synthesis and consolidation task to understand learnings and implications from the preceding tasks to define the freight awareness 'gap' and explore, through re-engaging with the representatives of professional membership organisations and trade associations identified above, options for addressing it.
4. A final task to define the options for the development of the Freight Awareness programme for consideration by the STBs.

1.5 Structure of this report

The remainder of the report is structured as follows:

- Chapter 2 is an introduction to the issue of 'freight awareness' including the definition of freight awareness used for the purposes of this project. The challenges associated with low levels of freight awareness in the public sector are outlined.
- Chapter 3 outlines the approach taken to understand the current situation and to define the training need, including the detail of the meetings held with the Working Group.
- Chapter 4 sets out the findings from the training needs assessment, identifying what 'freight awareness' should comprise, the practitioners within the public sector who should have freight awareness and the ways in which levels of freight awareness could be increased.
- Chapter 5 outlines the requirements for the Freight Awareness programme, building on the findings from training needs assessment.
- Chapter 6 identifies the next steps for progression to Phase 2.

2 The need for 'freight awareness'

'Freight awareness' is the understanding required of the freight system's operations, ways of working, constraints, opportunities and needs for informed policy and decision-making across transport, planning and economic development disciplines. This chapter provides background and context for the term 'freight awareness' and outlines why freight awareness in the public sector is important, including examples of the problems that have arisen because of, or have been exacerbated by, low levels of freight awareness.

2.1 An introduction to 'freight awareness'

2.1.1 A definition of 'freight awareness'

The issue of 'freight awareness' was first raised in the National Infrastructure Commission's 2018 interim report on the Future of Freight, in which it was stated that:

"...both government and local authorities often have little understanding of why and how to plan for freight, leaving the needs of the freight system far down the priority list. This has resulted in policy makers or planners being unable to take account of, or plan effectively for, the needs of freight."[11]

In TfSE's Freight and Logistics Gateways Strategy 'freight blindness' is defined as:

"...where the needs of freight and logistics are not adequately understood and thereby not fully considered by local and regional planning authorities."[12]

'Freight awareness' is the opposite of 'freight blindness' and is the term that has been adopted for the purposes of this project to support interpretation of the project's objectives. At the most basic level, freight awareness is an understanding that functioning economies and communities (and therefore streets and places) depend upon the efficient, timely and cost-effective movement of goods.

For the purposes of this project, 'freight awareness' is defined as the understanding required of the freight and logistics system's operations, ways of working, constraints, opportunities and needs for informed policy and decision-making across transport, planning and economic development disciplines.

2.1.2 Potential reasons for low levels of freight awareness

There are several potential reasons for the low levels of freight awareness that currently exist among planners and policy-makers in the public sector. These include:

- The overall UK planning system 'guides' the development of both public and private land and transport infrastructure, but traditionally has only been directly involved in transport provision if that transport is funded from the public purse: road and rail networks are used to move both people and goods and are built by the public sector, but the public sector only directly manages public bus and rail services.

[11] Future of Freight Interim Report, National Infrastructure Commission, 2018, page 32
[12] Freight Logistics and Gateways Strategy, TfSE, 2022, page 4, paragraph 1.16

However, the fundamental nature of the freight system is that it is primarily owned, operated by and invested in by the private sector.

- The majority of the UK population has a very low level of visibility and experience of the freight sector beyond seeing HGVs and vans on roads and receiving personal deliveries of parcels and groceries at home. Planners and policy-makers may drive a car or cycle but are unlikely to have any direct experience of warehousing or freight movements or be able to enhance their understanding of the freight system through their day-to-day experience.

  However, a home grocery delivery is only the end point of a highly complex, international supply chain, which could consist of Irish beef, potatoes from Devon, Lincolnshire carrots and Scottish raspberries, and a bottle of French red wine. All home deliveries in total only account for approximately ten to fifteen percent of delivered volumes[13]. The vast majority of the freight sector's activity takes place at ports, railheads and distribution centres located in industrial areas, with goods delivered to supermarkets, offices, pubs and restaurants, typically located in town and city centres.

- Freight and logistics are not part of the formal education curriculum and the majority of undergraduate and post-graduate courses in transport, planning and associated disciplines do not typically allocate much, if any, teaching time to the consideration of the freight system. The subject also does not appear to be addressed through professional development activity.

  Planners and policy makers must juggle several competing policy priorities, such as the need for more homes verses environmental concerns, and planning departments are often understaffed for the volume of work. There is little time or incentive to consider how the movement of people and goods could be better co-ordinated to address policy priorities; instead, freight is often considered as a problem to be mitigated rather than an essential enabler of everyday activities.

2.2 The impact of low levels of freight awareness

Freight is a derived demand for goods and services, with freight and logistics almost entirely delivered by the private sector. However, private sector operators use publicly owned infrastructure networks and are subject to national and local planning and regulatory policies. In broad terms, national government policy is to support the efficiency and growth of the freight sector as a fundamental enabler of the wider economy, while mitigating the negative impacts of freight on communities and the environment. At a local level, the wider national priorities may not be as clearcut or be seen as quite so relevant.

Without freight awareness in the public sector, there is a significant risk that the planning and regulatory environment does not take full account of how the freight sector works, and the constraints and opportunities that exist. In general terms, for

[13] Extrapolated from: The Implications of Internet Shopping Growth on the Van Fleet RAC Foundation 2017

planning and decision-making to deliver the right outcomes it must be founded upon an accurate understanding of the issues at play in the locale and the potential consequences of different actions. Without a clear, comprehensive understanding of the broader situation that exists, there is the risk that:

- the wrong, or a sub-optimal, solution is developed and implemented;
- the issue is displaced, worsened, and/or there are unintended consequences; and/or
- the sector/actors involved are hindered, or not sufficiently enabled, by the planning and regulatory environment set.

Some examples of the impact of low levels of freight awareness in the public sector include:

- A shortage of lorry parking facilities in certain areas of the UK, including areas in TfSE (particularly around the port areas of Dover and Southampton), EEH and TE. TfSE's 2023 Lorry Parking Study[14] identified a shortfall of approximately 1,500 parking spaces in the region. Addressing this issue requires:
    - co-ordination between local authorities and National Highways;
    - local planners and policy-makers to understand that HGV drivers are required by law to stop and take regular breaks, and afford the priority to proposals for new lorry parking facilities; and
    - the ability and will to deal with any potential concerns from local residents.
- An insufficient supply of well-located (i.e. in places near to the point of distribution) warehousing space, which results in freight operators being unable to operate with maximum efficiency in terms of distances travelled, and/or less appropriate sites (on which it is easier to obtain planning permission for distribution activities) being used for distribution purposes. Analysis for TfSE's Warehousing Study[15] identified that between 2012 and 2024 demand for warehousing floorspace in the TfSE area consistently outpaced supply, with rents during this period increasing by 78%. It is calculated that over the next ten years there will be a shortfall in supply of land for warehousing of 426 hectares, an area approximately equivalent to the space required for 950 large supermarkets.
- A lack of Intermodal and Strategic Rail Freight Interchange (IRFI and SRFI) facilities (facilities that enable the transfer of goods from rail to road modes, critical to enabling freight operators to utilise rail for goods movement) in London and the South East. This issue is considered to be a result of several factors including the scarcity of land suitable for large scale interchange developments; the lack of suitable locations where the strategic road and rail networks intersect; and the lack of awareness among local planning authorities about the value of such interchange facilities in enabling efficient supply chains and delivering local employment opportunities[16].

[14] Lorry Parking Study, TfSE, 2023
[15] Warehousing Provision Study, TfSE, 2025
[16] [Intermodal Freight Study (draft), TfSE, 2025] – will update this reference when Intermodal report is approved/published

- Locations where kerbside regulations or new active travel infrastructure (e.g. segregated cycle lanes) have been implemented in such a way as to make access to the kerbside for deliveries less efficient, and potentially unsafe (see the example shown in Figure *4-2* at The Bell Hotel in Aylesbury). In some high streets in London loading areas have been relocated from the adjacent kerbside to across the street or the cycle lane. This results in delivery drivers having to cross active cycle lanes or the main carriageway to make deliveries. This is particularly unsafe for deliveries of beer kegs to pubs and bars and led to a 2015 localised Code of Practice agreement between Transport for London, the British Beer and Pub Association, Brewery Logistics Group and Logistics UK.

  Pedestrianisation and placemaking schemes which displace deliveries and servicing traffic by removing adjacent delivery locations and reducing the hours during which deliveries can take place (see the example shown in Figure *4-2* of Tavern Street in Ipswich). Each scheme is designed for the specific location but together create a compound effect. The result can effectively reduce the delivery window for a location to three to four hours a day, creating major cost and productivity issues for freight operators, who have vehicles available for 24 hours a day and drivers typically employed for an eight or nine hour shift.

- The increasing demand for homes, combined with a lack of available development sites has led to a rapid increase in mixed-use developments, particularly in larger towns and cities, and near key transport links. Combining residential with either commercial or retail activity often means that delivery and servicing facilities are shared between the different development uses, with the potential for conflict where the needs of one development use are significantly different to those the other/others.

  A mixed use development of 160 residential units and a 4,000m^2 supermarket was completed in 2003, close to Victoria Station in Central London. A dedicated off-street loading bay was included in the building design and no conditions on delivery times were imposed during planning. However, when the supermarket opened and deliveries occurred 24/7, the local council received noise complaints from residents whose bedrooms were above the loading bay (Figure *2-1*). Deliveries now only occur during the daytime when the area is crowded with pedestrians, cyclists and tourists.

Figure 2-1 Supermarket loading bay in Pimlico, London – loading bay below residential bedrooms

Some local examples of low levels of freight awareness were identified during the project and are provided in section 4.4.

2.3 How the public sector interacts with and influences the freight sector

International, national, and local regulations all influence the behaviours of the freight and logistics sector. International regulations control the engineering design of HGVs and vans and national traffic laws underpin most of the signage on the road network, but most of the planning and regulatory context relevant to the movement of goods is set by local planning and transport (highways) authorities at a local level.

Table 2.1 below identifies the range of policy areas that interact with and influence the activities of the freight sector at a local government level and indicates examples of the roles involved in each area. From a policy perspective, it is across these policy areas and roles that freight awareness is required in the public sector.

Table 2-1 How different policy areas/disciplines interact with and influence the freight sector

Policy area/discipline	Relevant policies/plans, regulations and activities	Relevance to the freight sector	Example roles involved
Transport strategy and policy	Transport Strategy/Local Transport Plan (LTP) and investment programmes	• Identify key investment priorities for transport, which may benefit freight (e.g. a travel demand management initiative could support improved journey time reliability on the highway network by encouraging individual users out of cars onto other modes, benefitting road freight). • Set out any specific schemes/initiatives designed to support and manage and enable clean, efficient freight.	• Strategic transport planners • Transport planners • Transport modellers
	Active travel strategies e.g. Local Cycling and Walking Investment Plans (LCWIPs)	Identify and prioritise improvements for cycling and walking, including new and upgraded infrastructure e.g. segregated cycle lanes and modal filters (a road traffic measure to restrict certain modes from passing through a specific point), which may have an impact on the routing of freight through urban areas and the availability of safe and lawful access for loading and unloading at the kerbside.	• Active travel officers • Design engineers
	Road safety strategies (e.g. Vision Zero plans)	Identify and prioritise interventions to reduce road danger, which may include mandating vehicle safety standards for larger and heavier vehicles (for example, the Direct Vision Standard in London) and/or requiring fleets to be part of an accreditation scheme which aims to raise safety and environmental standards (e.g. the Fleet Operator Recognition Scheme (FORS), and the Driver and Vehicle Standards Agency's (DVSA) Earned Recognition scheme).	• Road safety officers • Transport strategy officers
	Air Quality Management Plan (AQMP) and Clean Air Zones (CAZ)	AQMPs outline a local authority's plan for addressing air quality issues within Air Quality Management Areas (AQMAs). The plan may include measures to reduce emissions from road transport, typically targeting/including diesel-fuelled freight vehicles. Such measures, such as the introduction of Clean Air Zones (CAZ) may require operators to upgrade their fleets to meet Euro VI	• Air quality officers

Policy area/discipline	Relevant policies/plans, regulations and activities	Relevance to the freight sector	Example roles involved
		standards sooner than planned, or to switch to zero or low emission modes if possible.	
Highways and kerbside management	Network Management Plan (NMP)	Identify how the road network will be managed to minimise disruption and optimise traffic flow, typically targeting improved journey time reliability. The NMP sets out how the needs of freight users will be balanced with the needs of other road users/general traffic.	• Highway engineers • Network management officers
	Traffic Regulation Orders (TROs)	Identify how the kerbside can be used for loading and servicing, including where, when and for how long (maximum duration) loading can occur.	• Highway engineers • Parking officers • Town centre managers
Strategic land-use planning	Local Plan (local planning strategy)	Mechanism through which land is allocated for freight uses, principally through Use Classes B2, General Industrial, and B8, Storage and Distribution, B8, and lorry parking facilities. The quantity of land to be allocated for this purpose and the location of the land allocated is determined through the Local Plan development process.	• Strategic planners • Planning officers
	Safeguarding	Mechanism for protecting infrastructure or land which is currently or could be used in the future for freight purposes, typically railheads or wharves.	• Strategic planners • Planning officers
Development management	Planning conditions	A planning authority may impose conditions as part of granting consent for a new development in order to mitigate and minimise the impact of the development. For example limiting the number, routing and timing of HGVs visiting a development site. A condition may only allow deliveries during daytime (07:00 and 19:00) or require all delivery and servicing activity to take place off-street (within the footprint of the development) so that there is no additional demand for loading at the kerbside.	• Transport planners • Planning officers • Highway engineers • Planning and parking enforcement officers

Policy area/discipline	Relevant policies/plans, regulations and activities	Relevance to the freight sector	Example roles involved
	Delivery and Servicing Plan (DSP)	A planning authority could require a Delivery and Servicing Plan (DSP) to be developed and implemented as a condition of granting planning consent for a new development. A DSP sets out the likely demand for deliveries and servicing and how building occupiers will manage freight activity to and from the site.	• Transport planners • Planning officers • Highway engineers
	Construction and Logistics Plan (CLP)/ Construction Traffic Management Plan	A planning authority could require a Construction and Logistics Plan (CLP) also called a Construction Traffic Management Plan (CMP) to be developed and implemented as a condition of granting planning consent. These detail the arrangements for freight during the construction stage of a new development including the number of HGVs, timing and routing of deliveries, and the standards of operations and drivers delivering to site to reduce the impact on neighbouring areas and likelihood of road safety incidents.	• Transport planners • Planning officers • Highway engineers • Planning enforcement officers • Section 278[17] officers
Economic development	Local growth strategies/regeneration plans	Identify key measures that the local authority will take in partnership with local business groups (e.g. Chambers of Commerce and Business Improvement Districts (BIDs)) to enable local businesses to grow. For the freight sector relevant measures could include investments in skills, as well as recognition of infrastructure developments needed to support local business function.	• Economic development/ regeneration officers • Business Improvement District sustainability roles • Property management officers

[17] A Section 278 agreement is a legal contract under the Highways Act 1980 that allows a developer, as part of their planning permission, to carry out works on a public highway that benefit the development. The developer funds these works, which can include new access points, junctions, cycle lanes, or traffic calming measures.

Policy area/discipline	Relevant policies/plans, regulations and activities	Relevance to the freight sector	Example roles involved
Procurement	Supplier contracts	Public sector procurement of goods and services and be used to influence the timing and routing of deliveries, and the standards of operations and drivers delivering to site to reduce the likelihood of road safety incidents	• Procurement officers

3 Approach to the training needs assessment

The approach taken to understand the current situation and to define the training need had two main aspects:

- Engagement with relevant professional and industry bodies to understand the availability and scope of any existing tools or training packages available which could support improving freight awareness in the public sector, and to explore options for formal support, recognition or accreditation of the Freight Awareness programme that is developed.
- Development of, and discussion with, a Working Group of public sector transport planning practitioners[18] from across the STB regions, supported by the project team.

The subsequent content of this chapter outlines the approach to the engagement with professional and industry bodies and the Working Group.

3.1 Initial engagement with professional and industry bodies

At the outset of the project, members of the project team were aware that previous activity had occurred to address freight awareness involving industry bodies and the public sector. Initial conversations were held with these industry bodies to understand the approach taken and discuss the outputs and outcomes. Conversations were also held with relevant professional organisations to capture anything the project team were not aware of.

All the conversations covered the availability and scope of any existing tools or training packages which could support improving freight awareness in the public sector. Conversations with representatives from the following organisations:

- Chartered Institution of Highways and Transportation (CIHT)
- Chartered Institute of Logistics and Transport (CILT)
- Logistics UK
- Road Haulage Association (RHA)
- The Transport Planning Society (TPS)

We sought a conversation with a representative from the Royal Town Planning Institute (RTPI) but we could not speak directly to anyone from the Institute itself. Instead, we were referred to and spoke with the Vice Chair of the RTPI-TPS Transport Planning Network (TPN), a volunteer-led forum for those with an interest in transport issues, run jointly between the RTPI and the TPS. The representative we spoke with was himself a consultant transport planner.

[18] The intention was to have planning and economic development practitioners represented on the Working Group in addition to transport planning practitioners, but we were ultimately not successful in recruiting people with this expertise to the Working Group.

3.2 The Working Group

3.2.1 Working Group formation and composition

The Working Group was formed through a general call-out to transport planning and planning practitioners in local authorities in the TfSE, EEH and TE areas, as well as directly inviting some people known to be interested in the project to participate. The Working Group formed had seven members plus a representative from each of the Sub-national Transport Bodies who were invited to participate in each of these events:

- an initial meeting of the Working Group on 4 March 2025;
- high street visits to Ipswich, Aylesbury and Lewes town centres on 14, 22 and 30 April 2025;
- a visit to DP World London Gateway port and UPS's London Gateway depot on 28 April 2025 (facilitated by Logistics UK); and
- a second and final meeting of the Working Group on 15 May 2025.

While the intention was to have all members of the Working Group participate in all of the events, it was not always possible to find dates and times which were suitable for everyone given existing commitments as part of day-to-day roles. Meetings and visits were scheduled to involve as many Working Group members as possible.

3.2.2 Working Group activity

A core aspect of this phase of the project was to work collaboratively with the Working Group to understand from a practical, 'real-world' perspective the type and level of knowledge that was needed to achieve 'freight awareness' across different roles. It was also important to understand the most effective way of providing and instilling this level of knowledge.

The Working Group were involved in four different activities:

- A short questionnaire in SurveyMonkey, which asked Working Group members and others interested in the Freight Awareness project about their current levels of freight awareness, how it was used within their day-to-day roles, and their typical approach to learning and Continuous Professional Development (CPD) for their main role/discipline.
- A first Working Group meeting, where members outlined their experiences and issues around freight and logistics and the project team provided a basic overview of freight and logistics.
- An opportunity for two site visits; an accompanied site visit to a high street in each of the STB areas to consider freight operations at a local level and discuss the on street and kerbside arrangements for deliveries and servicing; and a logistics site visit to DP World's container port at London Gateway and UPS's nearby London Gateway parcel depot to show the size and scale of major freight sites and the volume of goods handled.
- Second and final Working Group meeting, where members provided feedback on what they had learnt, what they thought was important for colleagues to understand, and thoughts on who needs freight awareness and how best to communicate the issues.

Both Working Group meetings were held online and were designed to encourage Working Group members to feel comfortable asking any questions at any point during the session. PowerPoint and MS Whiteboard apps were used and information was presented in a variety of ways, with the focus on clear use of language and self-explanatory images and graphs. The opportunity for an individual follow-up conversation was also offered to Working Group members.

3.2.2.1 Working Group 1 - overview session

The aim of the first Working Group meeting on 4th March 2025 was to provide a basic introduction to the freight and logistics industry for Working Group members. The session needed to balance the amount of information that would be useful, easily understood and absorbed by members, and reflect the diversity of mode, commodity and scale of freight and logistics operations.

A core outline for the two-hour session was identified by Steer, Future City Logistics and the University of Southampton following a discussion about the scope of the content that would be needed to provide public sector practitioners with freight awareness. It was agreed that the freight topic would be divided into 10 sub-topics. The 10 knowledge areas identified were based on:

- the project team's own professional expertise and experience in freight planning and policy-making;
- the project team's own experience in delivering (or receiving/observing) training/learning on freight planning and policy-making;
- reference to the Logistics UK/RHA work with Oxfordshire County Council in September 2022.

This outline was expanded and refined as the PowerPoint slide set was developed.

The PowerPoint overview presented was divided into 10 knowledge areas. In summary these areas are:

1. **Definitions**: freight vs logistics vs supply chain, and the variety of modes and vehicles available.
2. **Operators**: simplified road freight economics and market structure, and an insight to 'day-to-day' operational issues.
3. **Sites**: warehouses/intermodal, variety of scale and issues, planning and land for logistics, HGV parking.
4. **Customers**: the importance of customer satisfaction, increasing customer-centredness, and the size and impact of freight activity, nationally and local impacts.
5. **Deliveries**: what is being delivered and when it happens, and the impacts of routing and commodity.
6. **Outcomes**: how freight can impact the desired outcomes of reducing emissions and congestion, and improving safety, liveability, and the local economy.
7. **Regulations and enforcement**: outline of the regulations controlling many aspects of freight activity, and consideration of how the combination to impact freight activity at the local level.
8. **Data**: why freight data is limited, but what is currently available.

9. **Stakeholders**: the wide range of stakeholders impacting on and impacted by freight activity.
10. **Potential solutions**: accurately define the problem and consider 'avoid/shift/improve', prioritising what good planning and the public sector can do to enable clean and efficient freight, and the potential of new technology.

At the end of the overview session a final section considered individuals preferred learning styles and how Working Group members thought freight awareness could be best delivered. This section was included in the first Working Group discussion to effectively 'plant a seed' that would be discussed further in the second Working Group.

3.2.2.2 High street and site visits

One of the potential reasons for low levels of freight awareness mentioned in 2.1.2 is a low level of visibility and direct experience in the freight sector. Steer and Future City Logistics have previously used site visits to discuss freight issues with clients and the University of Southampton's MSc courses on logistics and supply chain management believe it is essential for students to visit operational sites and observe on-street freight activity.

To provide Working Group members with the opportunity to consider the issues and impacts of freight in combination with other traffic, three high street site visits were organised, one in each STB area to maximise attendance. The visits took place in Ipswich (14 April 2025), Aylesbury (22 April 2025) and Lewes (30 April 2025), with a project team facilitator (Ian Wainwright) leading a walking tour of specific locations.

Google maps and Streetview were used by the project team prior to each visit to identify key delivery and servicing streets and any potential issues for review and discussion. Each location was physically checked prior to the Working Group meeting to confirm relevance and complete a health and safety risk assessment.

The logistics site visit to DP World's container port at London Gateway and UPS's London Gateway parcel depot on 28 April 2025 provided Working Group members with the opportunity to experience major freight sites. The visits were helpfully organised by Logistics UK, who have previously used the same combined visit to provide MPs and government officials with an insight into the freight and logistics industry.

Both DP World and UPS site visits followed a similar format, with a PowerPoint overview of the company and their global operations, and a more detailed outline of the specific site operations. This was followed by a question and answer session and a site tour led by operational management. Both companies were very welcoming and happy to answer questions throughout the tour on a more informal basis.

3.2.2.3 Working Group 2 – Feedback session

The second and final Working Group meeting was held on 15 May 2025. Anticipating a wide range of comments and feedback the MS Whiteboard app was used to enable members to contribute more fully. The meeting was focused around answering four key questions:

- What freight knowledge have you gained?

- Who needs to have a level of freight awareness?
- Which of the 10 knowledge areas are most important to the different roles?
- How can freight awareness be achieved for these different roles?

The discussion at the meeting was as wide ranging as expected, especially which aspects of freight and logistics activity the Working Group would regard as essential for the public sector to understand better, and the wide range of roles and functions that required this understanding.

Details of the Working Group's feedback are provided in the next chapter.

3.2.2.4 Feedback to the professional and industry bodies

Having engaged with the relevant professional and industry bodies prior to the Working Group activity, the project team provided high-level feedback to the same individuals and organisations, to explore options for Phase 2 of the project.

A variety of options were discussed including: assistance with stakeholder and wider public engagement, developing the outputs for Phase 2 in collaboration with the STBs and the project team, and the potential for formal recognition or accreditation of the developed Freight Awareness programme.

4 Findings

This chapter contains the findings of the training needs assessment; a combination of the outputs from the four Working Group activities outlined in the previous chapter, the conversations with the professional and trade organisations, and other information gained during the programme. A summary of the key findings of the training needs assessment and the implications for the design and implementation of the Freight Awareness programme is provided at the end of the chapter.

4.1 Formal training/skills development packages for freight awareness

Our engagement with the professional and industry bodies at the outset of the project confirmed that they had limited offers in terms of training on freight knowledge and skills and that no 'off-the-shelf' training programme exists.

4.1.1 Logistics UK and RHA's bespoke training

Logistics UK and RHA confirmed that in 2022 they jointly provided bespoke training on the freight system and its needs to officers and members in Oxfordshire County Council in response to specific issues that were being considered at the time. The training consisted of an overview PowerPoint presentation followed by a Q&A with senior managers from the two trade associations. The training was positively received at the time, with an officer stating:

"…the material was useful, particularly for members to understand how the freight system operates and to increase their awareness. From an officer perspective it was helpful to understand the haulage industry's asks of local authorities and to understand opportunities to better understand opportunities to better support/work with the freight industry."

As a one-off exercise, there was very little formal content and it was very time-intensive for those involved. As such, it is not considered repeatable to any scale. Both trade associations did highlight the usefulness of freight awareness to both officers and councillors.

4.1.2 PTRC's 'Urban Logistics' training

PTRC is part of the Chartered Institute of Logistics and Transport (CILT) and specialises in training and events relating to transport and travel planning. Since 2019 a course on 'Urban Logistics' has been available, delivered by Ian Wainwright from this project's team.

The 'Urban Logistics' training is designed to provide "the essential background to the nature of freight movement in urban areas using real-world case studies"[19], and is a full-day, in-person course that comprises a mixture of MS PowerPoint-based learning and facilitated discussion sessions.

[19] PTRC website, 'Book a Course' page, accessed 20/08/2025

The course is described as being "ideally suited to local authority personnel with responsibilities for urban freight movements and business liaison and engagement (including Transport Planners, Environmental Health Officers, Town Planners, Economic Development Officers, Road Safety Officers, and Sustainable Travel Planners) as well as consultancy staff engaged in urban freight planning"[20]. The CILT accredit the course as six hours of Continuous Professional Development[21].

Ian Wainwright states that uptake of this course has been low since its launch in 2019. It is not known whether this is because there are low levels of interest from potential delegates, if potential delegates are unaware the course exists, if there are issues with the promotion of the course, or because of any other, or combination of reasons. None of the Working Group members had participated in this course and none mentioned attending other PTRC/CILT courses or seminars in our discussions with them.

4.1.3 Transport Planning Professional (TPP) qualification

The Transport Planning Professional (TPP) qualification is a professional recognition for transport planners, awarded jointly by the CIHT and TPS. It signifies a high level of competence and expertise in the field, similar to a Chartered Engineer. Successful completion of the TPP qualification allows individuals to become a Chartered Transport Planning Professional (CTPP).

To be awarded the TPP candidates must demonstrate breadth and depth of knowledge and experience in all aspects of the transport planning discipline, most typically through the submission of a Portfolio of Technical Knowledge (PTK). A PTK submission must comprise evidence of knowledge in six core technical skill units and two out of four additional technical skill units. The skill units are shown in Table *4-1*.

Table 4-1 Transport Planning Professional Portfolio of Technical Knowledge requirements

Core technical skill units (all required)	Additional technical skill units (two required)
T1 – The policy context	T7 – Developing strategic and master plans for transport
T2 – Laws and regulations	T8 – Applying the principles of transport systems design
T3 - Data	T9 – Changing travel behaviour
T4 – Transport models and forecasting	T10 – Commercial and operational management of systems
T5 – Appraisal and evaluation	
T6 – Stakeholder engagement	

'Freight' is only mentioned as one of several ways that knowledge can be evidenced for unit T10, which may not be selected by candidates as one of their two additional technical skill units in which capability must be demonstrated. This means that

[20] PTRC website, 'Book a Course' page, accessed 20/08/2025
[21] https://ciltuk.org.uk/PD/CPD

knowledge of freight – or 'freight awareness' – is not required in order for transport planners to gain the TPP qualification and so achieve chartered status.

Neither RTPI or TPS has any stand-alone training or other publicly accessible content on their website concerning freight or logistics.

4.1.4 Other publicly available sources of information on freight and logistics

Choosing to tackle a low level of freight awareness by searching online would provide content on freight and logistics. Exactly how useful this content would be would depend on the existing level of freight awareness and the exact question asked. The responses are also likely to vary enormously, depending on the search engine used and the quality of the large language model underpinning the search.

For example, hundreds of publicly funded projects have focused on freight and logistics in the UK and elsewhere, looking at ways to reduce emissions, change delivery times, or tackle problems at a specific location. Asking a question on retiming deliveries might lead to previous work in London or elsewhere, but there is a lack of a more structured and complete approach to increasing freight awareness by officers and decision makers.

The websites of the professional and trade associations we spoke to vary in what information is publicly available. CIHT's website provides access to information on a range of topics, but freight and logistics is a new area for the organisation, with an initial policy paper on Last Mile Delivery being published in May 2025.

CILT's website is currently undergoing major redevelopment, but access to the CILT's Knowledge Centre which includes business intelligence and comprehensive library services, is only available to members. RTPI's website does not contain any specific freight and logistics content.

Logistics UK and RHA websites provide access to some information and research that might be of interest to local officers, but content is focused at the industry rather than the public sector and often only available to members.

4.2 Existing levels of freight awareness in the public sector

"I think freight awareness is something that's clearly lacking within local authorities. Certainly in our local authority members and officers [can have the view] that trucks on the road don't serve a purpose – and we need to help educate them as to why vehicles are there so that we can all manage [freight trips] more effectively."

Working Group member, 1st Working Group meeting, March 2025

Before the first Working Group meeting a short questionnaire was circulated to Working Group members and others working across the STB areas in the public sector interested in the project to understand their current level of freight awareness: how knowledge was gained, maintained and improved, and how they typically deployed their freight knowledge and expertise in their role.

Respondents were asked to self-assess their level of freight knowledge/expertise across nine subject areas on a scale from 'none/limited' through 'basic', 'proficient' and up to

'expert'. The results are shown in Figure *4-1***Error! Reference source not found.**, with the darker blue areas showing where a greater number of respondents have rated their level of knowledge to be at this level, and lighter blue areas showing where only one or two respondents have rated their knowledge at this level .

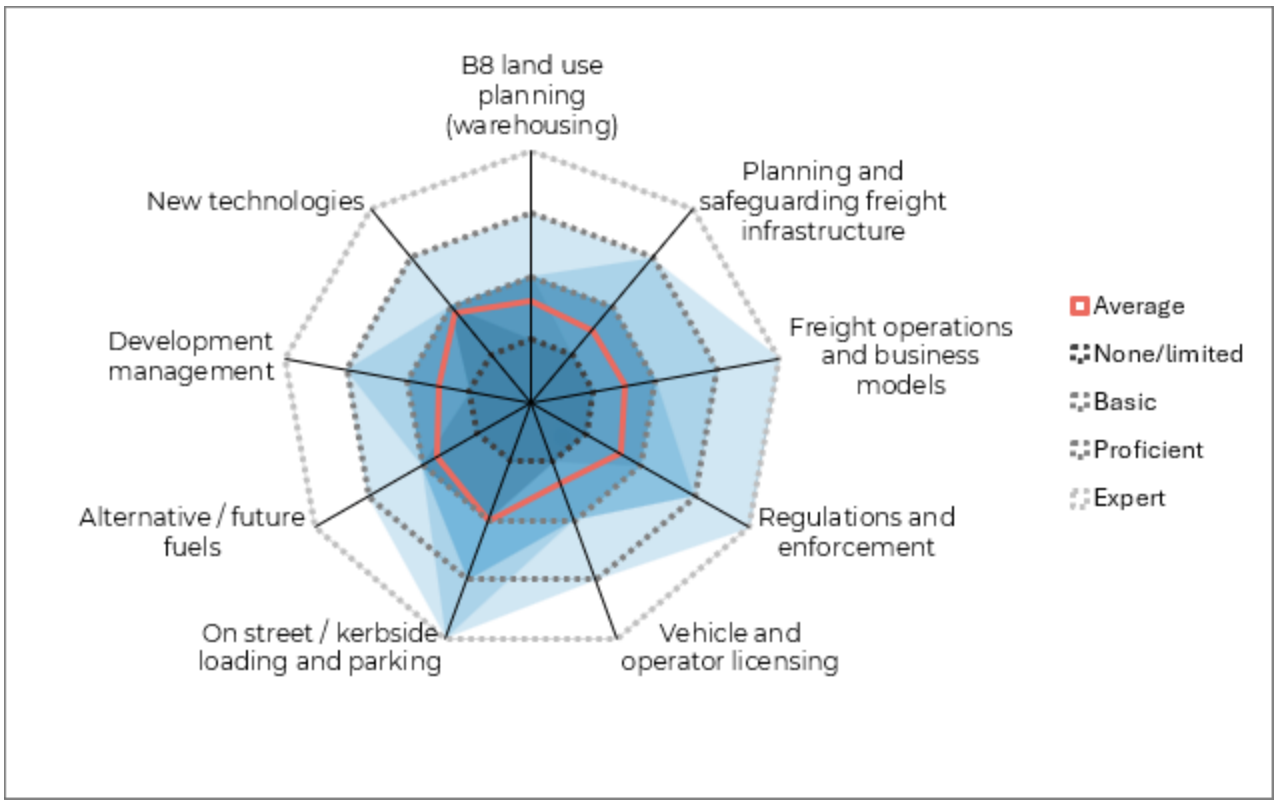
The following observations are made:

- The average level of knowledge across respondents (represented by the blue line in Figure 4-1) was no greater than 'basic' across the nine subject areas and it was between 'none/limited' and 'basic' for seven out of the nine subject areas. The only two subject areas for which the average level of knowledge was 'basic' and above were new technologies and on street/kerbside loading and parking.
- Those respondents who self-assessed their level of knowledge to be 'Expert' only identified that their level of knowledge was 'Expert' in one of the nine subject areas (there were two respondents with 'Expert' levels of knowledge, one for on street/kerbside loading and parking and one respondent with an 'Expert' level of knowledge on freight operations and business models); in the remaining subject areas these respondents rated their knowledge as 'none/limited', 'basic' or 'proficient'.
- The subject areas with the lowest average level of knowledge among respondents were development management, planning and safeguarding freight infrastructure, and freight operations and business models.

"I think from a knowledge of freight point of view, I probably know a little about a lot of things, but not very much about most."

Working Group member, 1st Working Group meeting, March 2025

Figure 4-1 Working Group's level of freight knowledge/expertise across nine freight themes



These results suggest that any Freight Awareness programme for the public sector should aim to increase knowledge to at least a basic level across a range of sub-themes. By doing so, all practitioners would have a holistic understanding of the different aspects and issues of freight, as well as a clear indication of the areas in which they need to increase their knowledge and skill level, commensurate with the specific responsibilities of their role.

4.3 How freight knowledge/expertise is accessed or deployed

At the first Working Group meeting we asked the Working Group members how they accessed freight expertise within their local authority (and where and by whom it was typically held), particularly in situations where they were aware that they did not have a sufficient level of knowledge for the task at hand. The following points were raised in response:

- A Working Group member who is their local authority's designated officer for freight said that colleagues will often go to him to seek advice and information. In some instances they will rely on their own knowledge because they do not recognise that they have not got a comprehensive understanding of all the issues.

  "I think that there are a number of people within the organisation who believe they know what freight is, and they believe they have an understanding of it – but it's specifically from their own experiences and angles. Other functions will have a different understanding of what freight is and how it should be managed."

- Two Working Group members raised the point that local authorities should be seeking to engage directly with the freight sector to check understanding and assumptions about the freight sector's needs:

  "The planning function are coming to me and saying "the expectations of freight are this." I would have thought it should be the other way around – that I should go to them with what the freight sector needs."

- Another Working Group member said that specific aspects of freight expertise were held within technical teams, but that there was no joined-up conversation on freight, nor a way of looking at freight as an opportunity (rather than as a problem to be solved):

  "There's a lot of expertise that sits within technical teams where they're managing freight as a problem … the traffic management teams are designing for freight but designing to exclude freight. Our economic growth team deal with logistics businesses from a business point of view … I don't think traffic management and economic growth talk to each other. I'd probably talk to them both, but we wouldn't get that joined-up conversation all together."

4.4 What elements of the freight system should the Freight Awareness programme cover?

At the first Working Group the project team presented an overview of freight and logistics, divided into 10 knowledge areas. Having visited two distribution centres and observed freight activity in their local town centre, Working Group members provided feedback on what knowledge they'd gained and the content of future freight awareness.

While Working Group members had varying levels of knowledge prior to getting involved in the project, all recognised they had a greater understanding of freight and logistics activity than when they started. The general consensus was that the 10 knowledge areas were comprehensive and relevant at an overview level, although some prioritisation might be useful for specific roles or functions (e.g. highways management and deliveries and regulations/enforcement).

Members said they benefited from the site visits, as they provided a window into the volumes of freight moved, the complexity of the tasks involved, and the number of people employed, particularly overnight at the UPS parcel depot. Members also strongly endorsed the benefits of the high street visits, highlighting the benefits of stopping and watching on-street activity.

"We don't usually get the chance to stand and watch the reality of what we've planned in the office, seeing the benefits it brings or the problems we've created"

Working Group member April 2025

Activity varied by location visited but the following issues were observed and identified by members:

- Freight 'invisibility' - pedestrians and cyclists seemingly ignoring freight activity in all its forms (van and HGV delivery, scaffolding for a stage set up, food delivery riders, etc.)
- How the kerbside is used compared to the regulations in place, double and single parallel lines for parking and double and single right angle kerb markings for deliveries.
- Freight vehicles stopping in loading bays provided, and in unlawful locations.
- Loading locations blocked by waste bins or other vehicles.
- Local examples of the impact of low levels of freight awareness as outlined in section 2.2, and:
    - The Bell Hotel in Aylesbury (Figure *4-2*, left image) is an example where the existing kerbside regulation of a dedicated taxi rank conflicts with safe access to the cellar hatch.
    - Deliveries to premises on Tavern Street in Ipswich are permitted from 4:30pm until 10:30am (see Figure *4-2* right image). An independent retail outlet is unlikely to accept a delivery before 6:30/7:00am or after 5pm, effectively limiting the delivery window to four hours.

Figure 4-2 The Bell Hotel in Aylesbury (left image) – taxi rank restricts access to cellar hatch for beer deliveries and Tavern Street, Ipswich (right image) – access for deliveries only permitted between 4.30pm-10:30am

4.4.1 Examples of problems caused or exacerbated by low levels of freight awareness

In section 2.2 the impact of low levels of freight awareness is discussed. Through the Working Group's activities we explored this issue within members own local authorities through local experiences (as reported) and observations (as observed during visits).

The examples of problems shared fall into three broad categories:

- **where the wrong or sub-optimal solution was implemented:** a lack of freight awareness (both their own and more widely among their colleagues) meant that the plans and strategies that they are responsible for developing might not be comprehensive and/or not arrive at the optimum solutions, or try to address issues the local authority cannot directly influence.

"My freight strategy development work is mostly reliant on my own research, fitted in around existing projects and deadlines, ensuring all relevant topics are covered, understanding the issues, implications and options, which is difficult and stressful as well as potentially limiting the final product."

Respondent to the Freight Awareness questionnaire, March 2025

- **where an issue was displaced, worsened, or there were unintended consequences:** where a limited level of freight awareness during the design or implementation of changes on the highway or at the kerbside resulted in a poor outcome or a difficult situation for freight operators. Low level examples included the wrong signage at the kerbside, leaving any PCN issued open to challenge, and loading bays too narrow for an HGV to fit in. More serious errors included damage to street furniture and project time and cost overruns.

"I'm aware of a network management project involving roadworks that inadvertently shut off access for lorry and freight drivers, such as rest stops and service areas. Apart from any disruption to supply chains, the project faced delays by having to make adjustments to accommodate the freight sector's needs. It must have ended up costing more too."

Respondent to the Freight Awareness questionnaire, March 2025

- **where opportunities were missed, or where the freight sector has not been sufficiently enabled by the planning and regulatory environment set:** such as the challenge for the freight sector in being able to secure planning permission at sites suitable for its operations or how to properly represent the needs of freight through case-making processes (i.e. in business cases), which in turn can make it difficult to secure investment in infrastructure that would benefit the freight system.

"We should be able to put in place more positive plans for future freight movements – rather than treating it as a problem, we should plan better for freight access into the city and any impact on congestion around the district."

Working Group member, 1st Working Group meeting, March 2025

"We know about the number of trucks on the road, but we don't really know much about what they're carrying, where they're going or why. And I think it's the economic value of it that is important to understand."

Working Group member, 1st Working Group meeting, March 2025

4.5 How knowledge and expertise can be gained

4.5.1 How current levels of knowledge and expertise were gained

Discussions with the Working Group provided more detail on the reasons for their overall lack of freight awareness, or the limited nature of their knowledge. No-one had any freight qualification or any memory of formal education about freight and logistics beyond a school project on the local high street where lorries had been talked about as an issue. The two members of the Working Group who described themselves as most 'freight aware' had either worked directly in the logistics industry prior to working in the public sector or been responsible for implementing the Traffic Signs Regulations and General Directions[22] in a previous role.

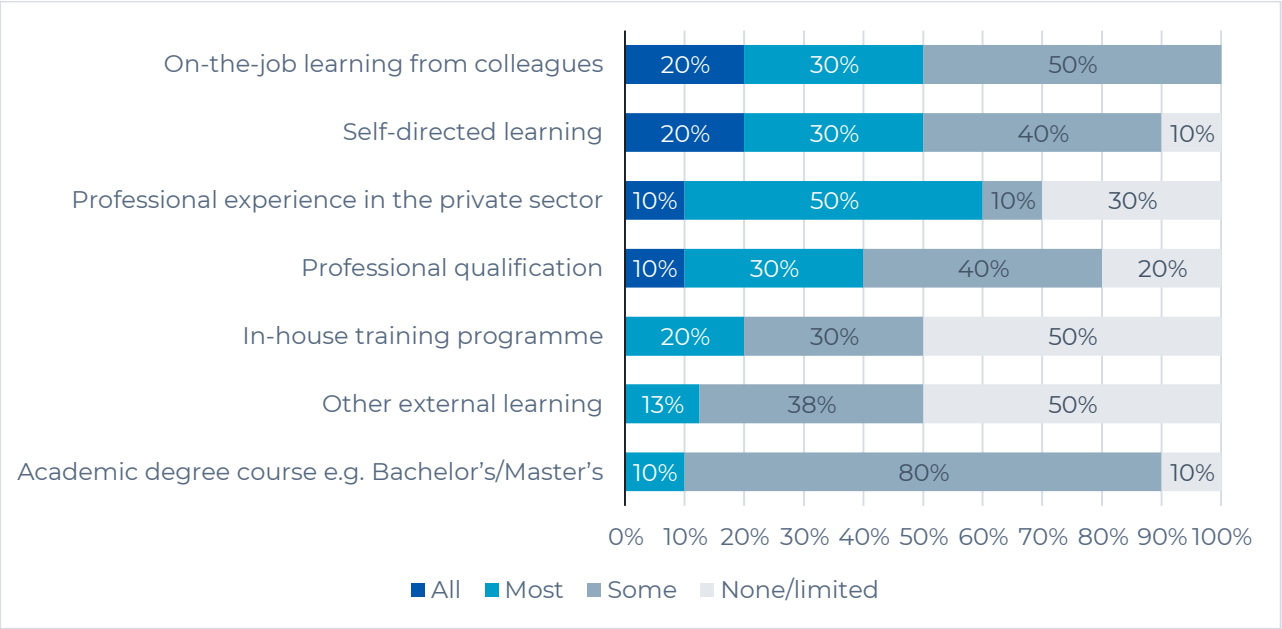
As outlined in 4-1 above, we have been unable to identify recognised professional development on freight and logistics from trade associations or professional membership organisations, with only the PTRC Urban Logistics training appearing to provide Continuing Professional Development (CPD) accreditation.

The Working Group survey identifies how members gained the level of knowledge or expertise used in their current role (i.e. not specific to freight). **Error! Reference source not found.** presents the results, which show:

- On-the-job learning from colleagues and self-directed learning are important avenues for gaining the knowledge and expertise necessary for the performance of a day-to-day role. A small number of respondents stated that it is through these avenues that they gained all the knowledge and expertise necessary for their current role.
- In-house training programmes and other external learning opportunities seem to be less significant in terms of gaining relevant knowledge and expertise: in both cases half of the respondents to this question said that none, or a limited amount of their current knowledge came from these sources.
- Academic degree courses provide a foundation of knowledge and capability upon which subject-matter expertise can be further developed: the majority of respondents to this question stated that some of their current knowledge and expertise was gained through an academic degree course.
- Overall, the knowledge and expertise required for the respondent's roles was gained through a mix of different learning opportunities, without there being one single source of information or skills development channel.

[22] Traffic Signs Manual – Chapter 3 - Regulatory Signs DfT 2016

Figure 4-3 How knowledge and expertise used in current role was gained



4.5.2 Other suggestions for increasing knowledge and expertise

As part of the discussion in the second Working Group meeting members identified the ways in which they could envisage themselves increasing their level of freight awareness. Suggestions included:

- Dedicated day courses
- Case studies
- Narrated PowerPoint presentations
- Video shorts of visits to freight sites/high streets
- Freight 'games' to help experience an operator's point of view
- eLearning with knowledge checks
- In-the-round conversations with colleagues from different policy areas/disciplines
- Facilitated engagement with local operators
- 'Freight awareness' checklists i.e. a series of 'how to' guides and/or checklists to ensure freight needs have been considered.

4.6 Roles and audiences who require freight awareness

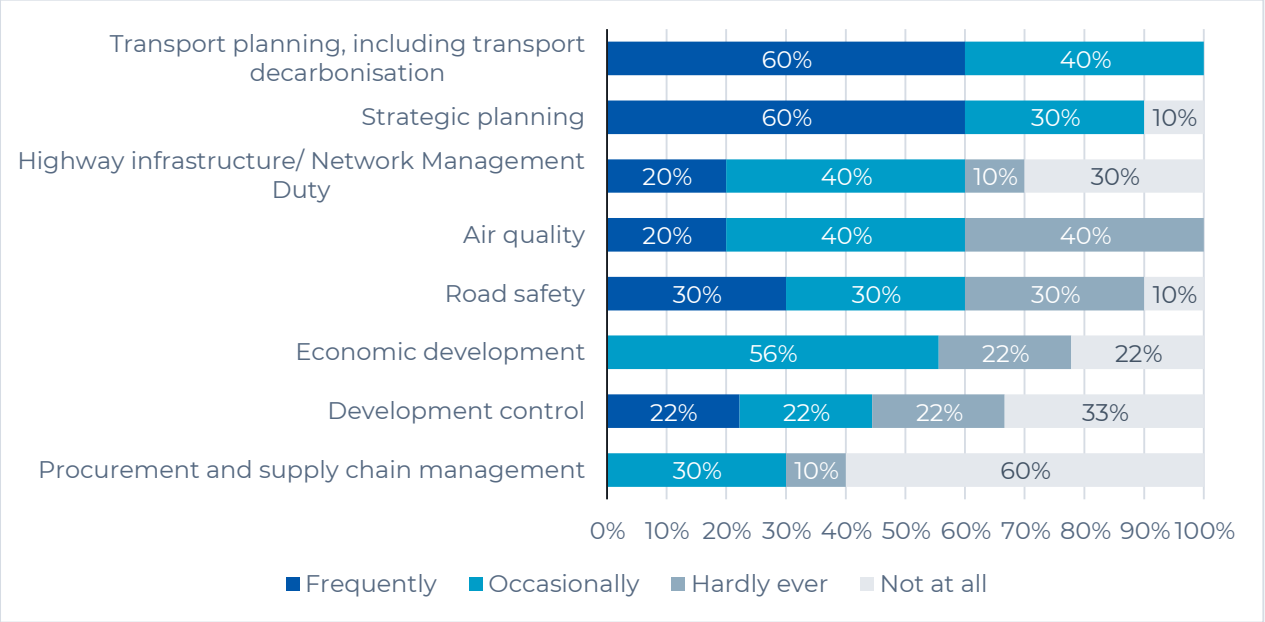
The Working Group survey identifies how members utilised their current level of freight knowledge or expertise, with reference to their current role and responsibilities in the public sector. The results are shown in Figure 4-4**Error! Reference source not found.**.

- The two areas in which the highest number of respondents said that they 'frequently' utilised their freight knowledge or expertise were strategic planning and transport planning, including transport decarbonisation.
- All respondents said that they utilised their freight knowledge or expertise frequently or occasionally for the purpose of transport planning, including decarbonisation, and the majority used their freight knowledge either frequently or

occasionally for strategic planning, highway infrastructure/Network Management Duty functions, economic development, air quality and road safety.

- Most respondents reported using their freight knowledge or expertise 'not at all' or 'hardly ever' for the purpose of procurement and supply chain management.

Figure 4-4 How freight knowledge and expertise is utilised by the Working Group



While this response helps to demonstrate the critical need for freight awareness in the context of transport planning and strategic planning functions, it is important to note that this result reflects the profile of the respondent group, which mostly comprised transport planners. It is not accurate to conclude that there is less need for freight awareness in other roles or functions, for example performing development control or procurement and supply chain management roles.

In the second Working Group meeting we asked members to identify the range of roles that they considered freight awareness was needed, given their knowledge of their local authority and the duties and functions it has and their experience of participating in the Working Group. A long list of roles was identified, and these have been grouped into policy areas/disciplines as shown in Table 4-2. In some cases the area of responsibility or aspect of the role is described as a job title although the scope of different policy areas/disciplines vary across local authorities.

Table 4-2 Roles and responsibilities that require freight awareness

Policy area/discipline	Role/responsibility
Direction-setting and decision-making	• Elected members, especially cabinet portfolio holders for policy areas that interact strongly with freight e.g. transport, planning, environment, growth and development. • Senior members of the council, including Heads of Service/Department for policy areas that interact strongly with freight.

Policy area/discipline	Role/responsibility
Transport	• Transport strategy and policy • Scheme development • Public realm and streetscape • Air quality officers • Road safety officers • Active travel officers
Planning	• Strategic planners • Masterplanners • Development control
Highways	• Highway designers • Parking policy and enforcement • Operational highways officers
Economic development	• Economic development officers
Other	• Management of contracted services with vehicle fleets • Management of highway works teams and contractors who install signage

Both Logistics UK and RHA raised that they felt it was particularly important that politicians e.g. elected members in local authorities were equipped with a level of freight awareness given their important role in setting priorities and decision-making in local authorities.

4.7 Strategic considerations beyond freight awareness training

The freight awareness training designed and developed in Phase 2 of this project will work within the planning and regulatory framework that exists and respond to the freight challenges and issues officers face in the local area. During the project some issues have been identified that are important to planning and the effective management of freight which are difficult to solve at a local level. They may require more funding or resource than is available, or require more specialist knowledge than could be easily provided through training or reasonably be expected for someone who is not an industry specialist.

These issues will be addressed in the freight awareness training developed during phase 2. They are outlined here for information, along with a suggestion of action which could result in the planning and regulatory framework being easier to navigate for public sector practitioners, developers, stakeholders and the freight sector.

- There is little in common between a national distribution centre and a last mile logistics hub; the land and access requirements, and the huge variations in the impact on local transport, job numbers and skills required, make it difficult to compare or treat consistently. Both sites would be classified as land use class B8 in planning applications or change of use. Officers have little time to investigate the details of each individual scheme if they receive pushback from councillors or members of the public, especially if they are unsure of what questions to ask of the developer or what answers are reasonable to expect. Increasing freight awareness

will help individual officers and potentially councillors over time, but changes to land use classifications could make the topic more accessible in general.
Changes or amendments to the B8 classification and/or guidance on the variety of logistics premise requirements and impacts could provide assistance for both planning officers and applicants, and achieve a quicker and more substantial level of change.

- There is increasing competition for space at the kerbspace with new active travel and placemaking schemes. Many streets also have narrow pavements, inadequate pedestrian crossings or blue badge parking, causing issues for anyone with mobility or visual impairment. Delivery activity is also continuing to increase and there is a need to plan effectively for when and where delivery and servicing activity occurs. Freight awareness will help officers identify the issues, but identifying the right solutions is likely to require much greater understanding of both freight and business behaviours and a much better coordination of traffic regulations with land use controls/planning conditions. The amount of time and resource needed may be difficult to commit at a local level.
  Design guidance could provide assistance for both planning officers and stakeholders and ensure that current spending on new active travel and highway schemes aren't immediately compromised through a serious injury or fatality or through ongoing physical damage to new street furniture.

- All Working Group members mentioned a lack of data on freight activity and the impact this has on their ability to plan well for freight. Several attempts have been made by DfT and others to increase the pool of publicly available freight data, with little success. This is often explained by commercial confidentiality, but operators may be willing to share more information if they know why the public sector need it, and specifically what questions are trying to be answered.
  The digitisation of tachographs and mobile phone technology suggest future developments in this area are possible but may require national consideration and potentially regulation.
  Greater engagement with freight and business stakeholders may improve the local understanding of particular issues in the absence of other freight data.

- Greater awareness and coordination of publicly-held data could be useful, although likely to be expensive. At a national level, approximately £400 billion is spent by the public sector annually, and local authorities manage and contract freight operations and often control freight vehicles directly (e.g. residential waste collection, park maintenance etc.).
  At a local level, collation of STATS19 casualty reporting data and Penalty Charge Notices has been used in London to identify HGV 'hotspots' in the development of cycle routes. Greater awareness and consideration of the freight and logistics impacts in procurement processes could substantially improve air quality and road safety outcomes and help to reduce future costs.
  Options for recording and collating locally-held freight data should be examined in more detail.

4.8 Key findings and implications for the Freight Awareness programme

The key findings from the discussions with the Working Group and professional membership and trade organisations relevant to the development of the Freight Awareness programme are:

- There is currently no 'off-the-shelf' training programme that covers freight issues for a public sector audience. PTRC's course on 'Urban Logistics' is suitable for a range of public sector practitioners however, as the title suggests, it is focused on delivery and servicing issues in urban contexts.
- Based on discussions with the Working Group and on findings from the survey, current levels of freight awareness in the public sector are low (with few exceptions), and where practitioners do have some proficiency or expertise it is typically limited to one or two sub-themes within the freight area. The subject areas with the lowest average level of knowledge among respondents to our survey were development management, planning and safeguarding freight infrastructure, and freight operations and business models. The implication of this finding is that the Freight Awareness programme should aim to increase knowledge to at least a basic level across a range of sub-themes.
- As reported by the Working Group, local authority practitioners can be unaware of the extent of their lack of freight awareness and not seek further advice or assistance when working on issues or projects which interact with the freight system. This may result in poor outcomes or further challenges which the freight or public sector must then work to navigate, absorb or try to solve again. The Freight Awareness programme developed must therefore be designed to have a high level of uptake. Careful thought must be given to how to ensure the Freight Awareness programme seems relevant and important to a range of different audiences with different levels of seniority and expertise: in other words, the Freight Awareness programme must be designed to reach practitioners at all career stages, regardless of their experience and expertise in other areas.
- The 10 knowledge areas identified appear to be a practical segmentation of the freight awareness knowledge required:

    1. **Definitions**: freight vs logistics vs supply chain, and the variety of modes and vehicles available.
    2. **Operators**: simplified road freight economics and market structure, and an insight to 'day-to-day' operational issues.
    3. **Sites and infrastructure**: warehouses/intermodal, variety of scale and issues, planning and land for logistics, HGV parking.
    4. **Customers**: the importance of customer satisfaction, increasing customer-centredness, and the size and impact of freight activity, nationally and local impacts.
    5. **Deliveries**: what is being delivered and when it happens, and the impacts of routing and commodity.
    6. **Outcomes**: how freight can impact the desired outcomes of reducing emissions and congestion, and improving safety, liveability, and the local economy.

7. **Regulations and enforcement**: outline of the regulations controlling many aspects of freight activity, and consideration of how the combination to impact freight activity at the local level.
8. **Data**: why freight data is limited, but what is currently available.
9. **Stakeholders**: the wide range of stakeholders impacting on and impacted by freight activity.
10. **Potential solutions**: accurately define the problem and consider 'avoid/shift/improve', prioritising what good planning and the public sector can do to enable clean and efficient freight, and the potential of new technology.

- While it may be possible to identify some priority knowledge areas for specific roles, a general awareness of freight and logistics combined with the opportunity to observe activity, particularly on-street, appears to be the overall priority target for freight awareness training. In addition:
    - there is a need for freight awareness to be widespread, across different teams/policy areas within local authorities;
    - there is a need for freight awareness across all aspects of a project's lifecycle, from planning and development to case-making, design and implementation, with follow up observations of use (where relevant); and
    - there is a specific need to understand – or have a basic appreciation of – freight operating models and day-to-day operations, and the opportunities and constraints arising as a result.
- The practical elements of the Working Group's activities (high street visits and the site visit to London Gateway) were said to have been effective in terms of bringing freight issues 'to life' for those involved. Consideration should be given to how to incorporate practical and 'real-world' elements to the Freight Awareness programme, acknowledging that local authority practitioners are significantly time and resource constrained and may not have the opportunity to take part in site visits. A practical element could be introduced through the use of video shorts in the training material.
- The Working Group identified a range of different options for the format for training/tools to be developed as part of the Freight Awareness programme, in addition to 'traditional' PowerPoint-based training sessions and eLearning packages. Of particular note was the request for practical guidance and checklists to support embedding freight awareness at a routine and day-to-day level of practice.
- Our conversations with the Working Group and external stakeholders identified a long list of roles and potential audiences for which freight awareness was relevant, concentrated under the policy areas of transport planning, land-use/spatial planning and economic development. Despite concerted efforts to try to engage with the planning community for the purposes of this project (either through local authority practitioners or via RTPI) we were not successful. Similarly to the point above about designing and promoting the Freight Awareness programme to practitioners at all levels of seniority, we must consider how the Freight Awareness programme will reach – and be effective for – all practitioners whose role interacts with freight, not only transport planners.

5 Requirements of the Freight Awareness programme

This chapter builds on the findings from the training needs assessment to outline the training need that can be addressed through the Freight Awareness programme. The requirements of the Freight Awareness programme are defined in terms of audiences, training topics and training formats and associated tools.

5.1 Overview of the requirement

The general requirement is for a programme of training to be made available to local authority officers and decision-makers that provides them with the knowledge and understanding of the freight and logistics requirements. This includes its operations, ways of working, constraints and opportunities. In particular, the training needs to inform better policy and decision-making in relation to freight across the transport, planning and economic development disciplines within local authorities.

There is currently no 'off-the-shelf' training package offered by the professional membership organisations or trade associations that is suitable for this purpose: the Freight Awareness programme must be developed from first principles.

Overall, with few exceptions, existing levels of freight awareness among public sector practitioners are low. Even those with some knowledge or proficiency in one aspect of freight planning do not necessarily have a holistic knowledge-base across different aspects of freight. The requirement for the training programme is therefore to improve levels of 'Freight Awareness' to at least a basic or 'aware' level across a range of subject areas. This will ensure that public sector practitioners understand the relevant issues and, critically, are aware of their own level of proficiency in each area.

5.2 Training topics and learning outcomes

The basic freight awareness training provided to the Working Group during the first meeting, comprising 10 knowledge areas, was considered to be comprehensive in terms of providing a general overview of the freight system and sector and the pertinent issues. Therefore, it is recommended that the 10 knowledge areas and associated draft learning objectives form the basis for the training developed. These are shown in

Table *5-1*.

Table 5-1 Freight Awareness training topics and draft learning outcomes

Training topic	Learning outcomes (draft) Following completion of the training, participants will recognise:
Definitions	• The difference between supply chain, logistics and freight terms, and the overall range of modes and vehicle options.
Operators	• That operators' central focus is on costs and customer service. The main cost drivers are variable (labour and fuel) along with fixed site/vehicle ownership costs. • The industry is heavily regulated (vehicles, drivers and operations), has low barriers to entry and low profit margins.
Sites and infrastructure	• The sites and infrastructure used and needed by the freight sector for efficient operations. • The single B8 land use class hides significant variation in size (National Distribution Centre to microhubs) and local employment opportunities (skills and numbers). • A rapid decline in logistics land availability in towns and cities, coupled with rising rents for what remains, impacts operators' efficiency for the 'last mile' or the final distribution part of the supply chain.
Customers	• Supply chains are global and complex. Freight and logistics is a commercial business that is customer-driven. • With little direct control and no single policy lever, authorities need to maximise local freight benefits arising from behaviour change and procurement.
Deliveries	• The time and location of a delivery is designed to suit a customer. • Without dedicated off-street space, delivery across the kerbside is standard for 90% of deliveries and, where regulations prevent this, they may be ignored for health and safety reasons or for particularly high value commodities (e.g. Cash in Transit). • The delivery of specific commodities should be planned for (e.g. beer, construction materials, medical products) on a site-specific basis.
Outcomes	• The need to understand the problem before picking a solution, as the reverse could have unintended consequences and lead to adverse impacts for the local authority, the local community and/or freight operators. • That managing freight activity can result in positive impacts across several outcomes including: reducing congestion and emissions, and improving road safety and the local economy.
Regulations and enforcement	• There is a need to understand the impacts of current authority policy levers including current traffic regulations, planning conditions and enforcement activity on local businesses and how local streets function, before considering new regulations or permitting new developments.
Data	• There is a need to maximise internal sources of data e.g. traffic counts, commercial Penalty Charge Notices (PCNs) and incident hotspots. • There is a need to ensure there is a clear question to answer and an ongoing two-way benefit before pursuing data collection from operators.
Stakeholder engagement	• Engaging with stakeholders is critical: freight is complex and stakeholders have competing needs.

Training topic	Learning outcomes (draft) Following completion of the training, participants will recognise:
	• The principle for engagement should be to 'talk to one to influence many'. • Internal fleets (both directly managed or contracted) could help to provide data and shape a local solution/response.
Potential solutions	The 'Avoid/Shift/Improve' hierarchy of potential solutions for freight and how solutions can be delivered via Local Transport Plans, Local Plans, development management, local partnerships, and directly by the local authority as a 'first mover'. • **Avoid** road freight trips through modal shift (rail, water, bike, foot), land use planning and consolidation. • **Shift** time and location of a delivery: retime, reroute, change delivery location. • **Improve** delivery: safer, cleaner, quitter (vehicle, operation, driver)

5.3 Audiences for Freight Awareness training

The work undertaken for the training needs assessment identified a diverse range of policy areas, disciplines and role-types in the public sector for which freight awareness is important.

The recommended starting point for the development of the Freight Awareness programme is that all roles identified should participate in the training that is developed for each of the 10 training topic areas (i.e. everyone participates in the same training, with everyone achieving a basic yet comprehensive level of freight awareness). However, should pushback be anticipated on the total time involved, some targeting may be appropriate. Table *5-2* shows how the training could be targeted by showing the essential topics for each of the policy areas, disciplines and role-types which should receive freight awareness training.

Table 5-2 An option for targeting the freight awareness training by policy area/discipline

Policy area/discipline	Training topic									
	Definitions	Operators	Sites and infrastructure	Customers	Deliveries	Outcomes	Regulations and enforcement	Data	Stakeholder engagement	Potential solutions
Direction-setting and decision-making e.g. elected members, especially portfolio holders for transport, planning etc., senior members of the council	✓	✓	✓	✓	✓					✓
Transport e.g. transport strategy and policy, scheme development, streetscape, air quality, road safety and active travel officers	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Planning e.g. strategic planners, masterplanners, development control officers	✓	✓	✓	✓	✓	✓	✓			✓
Highways e.g. highway designers and engineers, parking policy and enforcement, operational highways officers	✓	✓		✓	✓	✓	✓			✓
Economic development	✓	✓	✓	✓	✓	✓	✓		✓	✓
Other e.g. procurement, management of contracted services, contractors installing signage	✓	✓		✓	✓		✓			✓

A ✓ denotes essential learning for the policy area/discipline.

5.4 Formats for the Freight Awareness programme

Through our activities and discussions with the Working Group there were several points noted with regards to what the Freight Awareness programme would comprise in terms of training and tools, and how the programme would be delivered.

5.4.1 The core programme

5.4.1.1 E-learning

Undertaking e-learning is a common and trusted way for local authority practitioners to complete on-the-job learning. This format lends itself well to completing training which is organised into discrete topics or modules, and it can build-in a monitoring and evaluation function through the use of pre- and post-learning knowledge checks and/or quizzes. E-learning also works well when time is at a premium as it can be accessed at any time and stopped and started as other priorities arise. It is recommended that an e-learning package forms the core of the Freight Awareness programme. We understand that TfSE's Centre for Excellence platform is capable of hosting e-learning.

5.4.1.2 Site visits/observations

Working Group participants spoke highly of the value of the site visits in terms of improving their own level of freight awareness. Part of the value of the site visits may have been inherent in taking the Working Group away from their desks and affording them dedicated time and thinking to the topic, however it is also suggested that there is value in 'seeing' some of the topics, concepts and issues that form the basis of the training first hand. It is recommended that options are explored to support the use of short videos as part of the core training (e-learning modules).

Logistics UK have offered to further support future site visits that would take place as part of a Freight Awareness programme and RHA can facilitate access for the public sector to some of its local members for the purposes of developing relationships and supporting a deeper understanding of specific challenges.

5.4.2 Additional elements – information library

Several of the Working Group members identified that they did not have a robust source of information to help inform their understanding of "the right answer" regarding planning and decision-making for freight, commenting that for other policy areas and disciplines there were checklists, case studies and other reference materials available. It is recommended that the Freight Awareness programme also includes the development of a reference 'library' which could be accessed and referred to by practitioners as specific issues arise.

5.5 Training providers/hosts

As part of the delivery of this project, the training needs assessment, we outlined interim findings from the project through separate conversations with the professional membership organisations and the trade associations to discuss ways in which they may be interested in supporting the development of the Freight Awareness programme in Phase 2. All discussions highlighted that the current Intellectual Property Rights (IPR)

belong to TfSE, EEH and TE and the importance of delivering a solution which could be hosted on TfSE's Centre of Excellence programme in the first instance.

Both Logistics UK and RHA were complementary of the work undertaken and would like to receive a copy of the final Phase 1 report and to be kept informed as Phase 2 is delivered. They offered to support the delivery of the Freight Awareness programme through facilitating site visits to operational freight sites in the future. The RHA are also keen to highlight any outputs and outcomes of the work to the DfT, with a view to encouraging action from government on freight awareness at a national level.

CIHT and CILT expressed interest in supporting the development of a Freight Awareness programme and were invited to submit outline proposals to the project team, for further consideration by the STB client team.

6 Summary

6.1 Key findings

The key findings from the discussions with the Working Group and professional membership and trade organisations relevant to the development of the Freight Awareness programme include:

- There is currently no 'off-the-shelf' training programme that covers the freight topic for a public sector audience.
- With few exceptions, current levels of freight awareness in the public sector are low, and where practitioners do have some proficiency or expertise it is typically limited to one or two sub-themes within the freight area.
- Local authority practitioners can be unaware of the extent of their lack of freight awareness and not seek further advice or assistance when working on issues or projects which interact with the freight and logistics. This may result in poor outcomes or further challenges which the freight or public sector must then work to navigate, absorb or try to retrospectively solve.
- The 10 knowledge areas identified (see below) appear to be a practical segmentation of the freight awareness knowledge required.

1.	Definitions
2.	Operators
3.	Sites and infrastructure
4.	Customers
5.	Deliveries
6.	Outcomes
7.	Regulations and enforcement
8.	Data
9.	Stakeholder engagement
10.	Potential solutions

- The Working Group identified a range of different options for the format for training/tools to be developed as part of the Freight Awareness programme, in addition to 'traditional' PowerPoint-based training sessions and eLearning packages. Of particular note was the request for practical guidance and checklists to support embedding freight awareness at a routine and day-to-day level of practice.
- Our conversations with the Working Group and external stakeholders identified a long list of roles and potential audiences for which freight awareness was relevant, concentrated under the policy areas of transport planning, land-use/spatial planning and economic development and regeneration.

6.2 Freight awareness training delivery options

The project has identified the Chartered Institution of Highways and Transportation (CIHT) and the Chartered Institute of Logistics and Transport (CILT) as suitable training providers as part of the Freight Awareness Phase 1 Needs Assessment in their capacity as professional membership organisations relevant to freight and related disciplines. Both organisations have previous experience in building and delivering training courses and they have expressed interest in developing a freight awareness training solution in Phase 2.

However, both have very different types of solutions and it is not straightforward to compare them on a like-for-like basis. Both organisations' proposals must be discussed

with the STB client team before a decision can be made as to what the Freight Awareness programme will comprise.

6.3 Next steps

The Freight Awareness Phase 1 training needs assessment identified that the Chartered Institution of Highways and Transportation (CIHT) and the Chartered Institute of Logistics and Transport (CILT) are capable of providing suitable training programmes to respond to the objective of improving public sector freight awareness. Both bodies have provided examples of potential training programmes. The STB client team and the Freight Awareness project team will now ask them to submit formal proposals to which are fully costed and contain delivery outputs, outcomes and timescales. These will be formally assessed by the project team. The one that best aligns with the requirement for the Freight Awareness programme will be taken forward to Phase 2.