

## For general release

<b>REPORT TO:</b>	<b>Streets Environment and Homes Scrutiny Sub Committee 6<sup>th</sup> November 2018</b>
<b>SUBJECT:</b>	<b>Cabinet Member Question Time</b>
<b>LEAD OFFICERS:</b>	<b>Shifa Mustafa, Executive Director – Place Steve Iles, Director of Public Realm</b>
<b>CABINET MEMBER:</b>	<b>Councillor Stuart King, Cabinet Member for Environment, Transport &amp; Regeneration</b>
<b>PERSON LEADING AT SCRUTINY COMMITTEE MEETING:</b>	<b>Steve Iles, Director of Public Realm</b>

<b>ORIGIN OF ITEM:</b>	This item has been identified by the Streets, Environment and Homes Scrutiny Sub Committee as an area of scrutiny.
<b>BRIEF FOR THE COMMITTEE:</b>	The Sub-Committee is asked to consider the update on areas of the Cabinet Members portfolio and consider if it wishes to make any recommendations.

## 1 EXECUTIVE SUMMARY

- 1.1 This report sets out the current budget issues, a review of 2018/19 current issues, including any key decisions made in the last year and any future strategies and policies that will be worked on over the coming 12 months.
- 1.2 Provides a progress update and response to the conclusions and recommendations made at meetings concerning the areas of this portfolio

## 2 BUDGET ISSUES

- 2.1 The primary budget issue is arising from central government having ceased providing revenue support to Transport for London (TfL). In turn TfL has had to look critically at how it allocates its funding, including the support it provides to London local authorities. This resulted in TfL cutting all funding to local authorities for Bridge Strengthening and for Principal Road Maintenance (except for emergency works) last year and this year. This includes resurfacing and major maintenance works on the strategic road (A roads) network in the Borough. In recent years Croydon has received up to £1 million per annum from TfL for repairing our main roads. However, as Blackhorse Lane bridge works were already underway, TfL has continued to fund these. TfL's intention had been to begin to reinstate this funding from next year. However, with the delay to Crossrail opening and the associated revenue implications for TfL, the funding situation remains unclear.

2.2 The same removal of revenue support to TfL resulted in TfL also cutting the LIP Corridors, Neighbourhoods and Supporting Measures funding by 15%. In 2017/18 this cut was more than made good, however in the current year, the cut was felt for the first time. The current year's LIP Corridors funded programme assumes a continuation of the 15% cut and the programme for the next three years in the draft LIP considered by Cabinet last month was prepared on the basis of the 15% cut remaining. That Cabinet report did also include an £8m to £10m bid to TfL for Liveable Neighbourhood funding to reconnect communities split by the Roman Way as well as enhance walking, cycling and the public realm. Croydon is also fortunate in having the Growth Zone enabling it to run what must be one of the biggest transport and public realm investment programmes in London outside of TfL.

2.3 Our current Highway Maintenance budget is £9.6M inclusive of significant internal investment to strengthen and replace some of our failing bridge infrastructure included our contribution to funding the major works at Blackhorse Lane.

### **3 REVIEW OF 2018, CURRENT ISSUES, INCLUDING KEY DECISIONS MADE IN THE LAST YEAR AND ANY FUTURE STRATEGIES AND POLICIES THAT YOU WILL BE WORKING ON THE NEXT 12 MONTHS**

#### **3.1 Key Decisions made in the last 12 months**

##### 3.1.1 Parking Charges 2018 / 19 – (Ref 2018/ETR)

3.1.1.1 This report considers the parking charges for the coming year and is requesting comments on proposals that all permit charges remain at 2013/14 levels. It is proposed that residential parking bay suspension and dispensation charges and shop mobility charges also remain the same but the on and off-street parking charges are increased by a minimum of 10p for each 30 minute and 1 hour duration for on and off-street parking respectively.

##### 3.1.2 Draft Suburban Design Guide - Supplementary Planning Document (SPD2) – Consultation (Ref 2518/ETR)

3.1.2.1 To provide design guidance for suburban residential developments and extensions and alterations to existing homes across the borough, while assisting in the delivery of the borough's housing targets and providing clarity to communities, stakeholders, developers and planning officers.

##### 3.1.3 Timebridge Community Centre and Fieldway Family Centre (Ref 2518/ETR)

3.1.3.1 to approve the award of contract for the design and build of the new Timebridge Community Centre for a contract term of 2 years at a maximum contract value of £4m, inclusive of the option to incorporate a temporary modular build to facilitate decant of the facilities at an estimated value of £200k subject to project requirements and funding, being agreed.

### 3.1.4 Delivering The Croydon Growth Zone (Ref 1418CAB)

3.1.4.1 This report seeks approval for funding projects in the Growth Zone programme that will be delivered between now and March 2023 or where financial commitments will be made to secure future delivery

3.1.4.2 The Growth Zone programme comprises 46 projects and a budget of £4m was approved by Cabinet in December 2017 to develop these projects further and begin implementation from April 2018.

### 3.1.5 The third Local Implementation Plan (LIP3) & Liveable Neighbourhoods BID

3.1.5.1 Approve the draft LIP3 core components at appendices A to D of this report as the basis of the draft LIP3 to be finalised the LIP3 document for submission to the Mayor of London for his approval by the February 2019 deadline.

3.1.5.2 Approve the submission of the Liveable Neighbourhood funding bid to the Mayor of London and TfL.

## 3.2 **Mayor of London's Transport Strategy (MTS)**

The Mayor published his Transport Strategy in March 2018. The Strategy sets out how:

- Transport has the potential to shape London, from the streets Londoners live, work and spend time on, to the Tube, rail and bus services they use every day.
- By using the Healthy Streets Approach to prioritise human health and experience in planning the city, the Mayor wants to change London's transport mix so the city works better for everyone.

### **Three key themes are at the heart of the Strategy.**

- Healthy Streets and healthy people

Creating streets and street networks that encourage walking, cycling and public transport use will reduce car dependency and the health problems it creates.

- A good public transport experience

Public transport is the most efficient way for people to travel over distances that are too long to walk or cycle, and a shift from private car to public transport could dramatically reduce the number of vehicles on London's streets.

- New homes and jobs

More people than ever want to live and work in London. Planning the city around walking, cycling and public transport use will unlock growth in new areas and ensure that London grows in a way that benefits everyone.

### 3.3 Key Croydon Labour Manifesto Commitments

The Croydon Labour May 2018 election manifesto contained a series of connected and mutually supporting commitments relating to 'Healthy Streets', mode shift, better public transport etc. all of which work with the grain of the MTS. The following section briefly summarises (in bullet point form) progress on; and issues, opportunities and tensions relating to a some of our key commitments.

#### Healthy Streets

**'Working with the Mayor of London, to make the following areas a priority:**

- **Healthy and safer streets that encourage more walking to tackle our obesity crisis'**

In response we have major programmes including:

- Walking and Cycle Route implementation focussed on the Growth Zone (£25m)
- Public Realm improvement in the Growth Zone (£44m)
- A Major Liveable Neighbourhoods bid (£8m) for the Western side of the Growth Zone to connect people and places across the Roman Way and aid cycling and walking along it.
- Healthy Schools Neighbourhoods is a major part of the emerging Local Implementation Plan 3 (LIP3) and programme within it.
- Continuing cycle training programme

Opportunity Croydon is the London Borough with the greatest potential for both walking and cycling

Strength Significant funding especially via the Growth Zone

Tension Trying to improve the walking and cycling environment whilst the Growth Zone undergoes its major reconstruction phase

Tension Reallocating carriageway space from general traffic and car parking to cycle lanes etc. when the levels of Cycling in Croydon are currently extremely low.

Weakness The car orientated environment engineered in the past and the forecast increase in car ownership in the borough

#### Mode Shift

**'Working with the Mayor of London, to make the following areas a priority:**

- **Reducing the number of short car journeys that could be walked, cycled or taken on public transport'**

In October, Cabinet consider both our draft LIP3 and the Growth Zone investment programme (see appendices). Both are our primary means of meeting the above manifesto commitment (and many more of them) and of implementing the MTS in Croydon.

Opportunity TfL estimates that over 400,000 motorised trips made in Croydon could be readily cycled if conditions were put right.

### **Better Public Transport**

**‘Working with the Mayor of London, to make the following areas a priority:**

- **Introducing new bus routes to help better connect people or places**

**Work with TfL and Network Rail to improve public transport links to our local centres (includes introducing new bus routes to help better connect people or places)’**

In addition to the actions and investment outlined in the sections above we are:

- Working with TfL to review bus services in response to recent and planned growth particularly in the south of the Borough.
- Investigating best means of introducing dockless bike hire including e-bikes.
- Working with TfL to investigate potential for small autonomous public transport vehicles and Demand Responsive Public Transport in the south of the Borough.
- Working with Network Rail to deliver the Brighton Mainline Upgrade. The council successfully lobbied DfT to provide funding to develop the proposals and the Strategic Business Case. Currently out to public consultation.
- Lobbying the Deputy Mayor for Transport and TfL to work with us to extend the tram network.
- Working to extend bus routes including into the Tollers Lane Estate on which we and TfL are about to launch a public consultation.

Opportunity Major funding through the Growth Zone for walking, cycling, buses and trams.

Opportunity Much of the growth planned within the Growth Zone which has excellent public transport connections

Tension Growth Zone has some of the poorest walking and cycling environments

Tension Away from the Growth Zone considerable growth is planned for areas currently with low public transport accessibility

Tension Tramlink is a major asset to the Borough but does not seem to have the importance it should within TfL and hence TfL does not currently share Croydon’s ambitions for the system

**Working with the Mayor of London, to make the following areas a priority:**

- **A reliable public transport system that ensures safe and convenient travel**

Related to a section 3.6 above our programme and actions include:

- Bus reviews, bus priority measures, Growth Zone bus funding
- Lobbying for Brighton Mainline Upgrade and Tram extensions
- Working to deliver brand new stations at East and West Croydon and a much improved and step-free Norwood Junction, including working with Arriva to make our own Access for All funding recommendation to the DfT for West Croydon Station.
- Working with GTR to include Waddon and Reedham Stations within its Access for All nominations to the DfT

### **Improved Air Quality**

**Working with the Mayor of London, to make the following areas a priority:**

**• Improving air quality, especially at or near schools**

Our current major and award winning initiative is ‘School Pedestrian Zones’ which we will be rolling out further following the experimental trials. The LIP3 propose building on this success with ‘Healthy Schools Neighbourhoods’ aiming to improve the environment around clusters of schools for the benefit of the whole neighbourhood. In addition, we will be continuing our programme of school travel planning, our ‘anti-idling’ campaign and related travel behaviour change activities.

Croydon’s Air Quality Action Plan (AQAP) has been produced as part of our duty to London Local Air Quality Management. It outlines the action we are taking to improve air quality in Croydon between 2017-2022.

Our priorities are:

- To control emissions from new developments. Tackling emissions from construction sites and construction vehicles through compliance with the Council’s Town Centre Construction Logistics Plan.
- Tackling emissions due to servicing and freight vehicles, and so have completed a feasibility in reducing deliveries to the Council and also investigate setting up a delivery consolidation centre in congestions with other South London Boroughs
- To reduce exposure to air pollution and to raise awareness for residents and those who work in Croydon. By working with Public Health we want to raise awareness through school projects, local community projects and local businesses.

### **Major Station Improvement**

**Work with partners to bring significant improvements to stations in our borough, including:**

- two additional platforms at East Croydon to ease overcrowding and speed up journeys;
- re-opening the entrance/exit at Norbury to ease congestion and overcrowding at peak periods;
- improving step-free access at Norwood Junction to make it fully accessible and
- campaigning for Waddon Station to be fully accessible

Most importantly, we are working with Network Rail to develop proposals / designs for a new world class East Croydon Station and an accessible Norwood Junction Station. I have recently written to TfL's Director of City Planning to express my profound disbelief and displeasure at TfL's failure to include Norwood Junction within its nominations to the DfT for Access for All funding despite the fact that they ranked it the 6<sup>th</sup> highest priority station access scheme in London. However, we are using TfL's recommendations to highlight to the DfT the urgency of making Norwood Junction step free and hence the need to ensure that the Brighton Mainline Upgrade is funded and delivered as soon as possible and the making Norwood Junction step-free is an early will in that Upgrade.

Other activities include:

- Working with GTR to include Waddon Station within its Access for All nominations to the DfT
- £11m Growth Zone Funding for West Croydon Station, the preparation of a development brief for the Station nearing completion, and working with Arriva to make our own Access for All funding recommendation for the Station.

### **Expansion of the Tram network**

#### **Continue to press for TfL to fund an expansion of the tram network to link central Croydon to Crystal Palace**

The Cabinet Member for Environment, Transport & Regeneration recently brought Heidi Alexander, Deputy Mayor for Transport, to Croydon to make the case directly for TfL to work with the council on Tram extensions. TfL is keen to work with us and all other local authorities to investigate the benefits that might be derived from demand management measures.

### **Electric Vehicle Charging Points (EVCPs)**

#### **Install 400 electric vehicle charging points over a four year period**

Currently:

- Through the 'Source London' network agreement our first 30 Blue Point London charging points are going in at busier/high demand locations with more to follow.
- A number of Rapid Charging Points are to be implemented with the help of the Go Ultra Low Cities (GULCs) funding.
- We are investigating the optimum means of introducing EVCPs (cost, street clutter etc) in residential roads lacking off-street parking.

Opportunity Lamp columns are looking like a means of introducing a significant proportion of the charging points in residential streets whilst minimising additional street clutter.

Tension It is looking like we will require a further £1m (yet to be identified) to deliver the 400 target.

### **Fiveways**

**Working with the Mayor of London, to make the following areas a priority:**

## • **Making sure that TfL delivers on the Fiveways scheme**

In brief:

- Croydon Council is a partner on the project board
- TfL has revised the design in the light of consultation held in 2017, (in particular it listened to us and others, and has improved the design significantly from a cyclists perspective)
- Executive Director Place has endorsed the revised design with authority delegated from Cabinet
- Detailed design process continuing
- A further £5m Growth Zone contribution (principally for the additional cycling infrastructure included in the revised design) has been agreed bringing the Council's contribution to the project to £25m

## **Making our LIP3 to implement the MTS in Croydon**

A draft of our LIP3 was presented to Cabinet in October. It sets a series of local transport objectives drawing on both the MTS and local priorities including those in our manifesto and the Corporate Plan. It includes a three year programme based on the funding that TfL has indicated it will provide to support delivery of the LIP3 plus a much more ambitious and longer term programme based predominately on Growth Zone funding. Appendix 1 provides the three year indicative programme

The report to October Cabinet recommending the draft core components of the LIP3 also included a recommendation for a 'Liveable Neighbourhood' bid for the Roman Way/Old Town area of the order of £8m. Work will continue on the bid to be submitted at the end of this month. The making of the LIP three will continue to our major policy/plan making activity for the rest of the year and well into next.

## **Growth Zone Transport Programme**

The Growth Zone is our means of investing in transport and improving the public realm at our Town centre in order to support the planned growth and to ensure we deliver good growth. Cabinet considered a report (see appendix) last month agreeing allocation of funding

A number of the projects remain in the early stages of scheme development. Subsequently, much of the recent work has focused on the progression of concept / developed design options, with project delivery scheduled over the next 4 years. In addition, a key component of the current programme has focused on Croydon's project management input into schemes led by external partners - the Brighton Main Line Upgrade Project (led by Network Rail) and two TfL-led projects: Transforming Fiveways & Tram Capacity Improvements. Certain project areas are at a more advanced stage, in particular the Cycle Programme, and this has been the main focus of scheme delivery during the current financial year.

## **Growth Zone Public Realm Programme**

Improvements to the streets in the Town Centre are required to turn the Town Centre into a walkable and enjoyable place. Befitting of a modern, prosperous city centre,

business district, high density residential location and education, arts and cultural hub.

Delivered precursor projects include the Croydon Arts Store; Ground Art installations; 'College Square' installation; the College Road 'Street Park'; and the High Street experimental pedestrianisation (including a series of installations such as Ground Art pieces, a parklet, light art trail, further greening and a cultural programme). The projects provided an important platform for collaborations, began to change patterns of behaviour and use of places – vital components of long term sustainable growth, regeneration and improving perceptions.

Design briefs for Minster Green and Thomas Turner path have been produced. For the Minster the brief will frame the regeneration of the area immediately around the Minster, and is a step towards creating a space that will raise the profile of Croydon's rich heritage within and outside the borough while catering for the local community today. For Thomas Turner path, the brief sets out how this key link between the retail core and the civic centre (and the future Town Hall Square) is to be improved to both encourage footfall but also create a pocket space.

As a consequence of the recent investment in the public realm at East Croydon and West Croydon through the Connected Croydon programme, the wider Croydon Opportunity Area will now be the focus for the next stage and in particular the Fairfield area and the Mid Croydon area (extended to include North End/Crown Hill). Appendix 2 Investment via Growth Zone funding in Transport and Public Realm over the next 5 years

## **Highways Asset Maintenance and Investment**

Croydon manages and maintains the highway assets falling within its 726km of highway network. We are responsible for ensuring that our highway assets are fit for purpose and able to fulfil their functions in an efficient and sustainable manner.

Croydon's vision aims to enhance its public space, improve residents' experience and quality of life, and develop a truly unique Croydon solution, which will reshape the way that people travel in the borough.

Croydon has adopted asset management practices to ensure the biggest benefit for the whole community is achieved. Asset management best practices require a look into long-term investments to make best use of resources and ensure right interventions are implemented at the most effective time to ensure a safe highway, a statutory requirement

Our current 2018/19 budget is £9.6M inclusive of significant internal investment to strengthen and replace some of our failing bridge infrastructure included our contribution to Blackhorse Lane.

Croydon will however continue to inspect and maintain the Principal Road Network with a reactive approach in order that we can maintain our statutory defence against highway claims.

**To help us deliver the abovementioned programmes we have recently awarded a New Highways Contract**

Following a comprehensive procurement exercise and evaluation process, Cabinet approved appointment of FM Conway to provide Croydon's Next Generation Highways Maintenance and Improvement Works over an initial 7 year period with the option to extend by a further 3 years at a total value of £130m.

The scope for the new contract is a core service that will deliver an ongoing highway network maintenance service of routine preventative maintenance and non-routine network repairs, with the added facility to call-off professional services, network improvement and capital delivery works.

FM Conway demonstrated the ability to meet the Council's requirements relating to Social Value. Their offering met and in most cases exceeded our minimum requirements particularly in areas such as their plans for apprenticeship, employment and work placement opportunities to Croydon residents (including those within the priority groups).

#### 4 RESPONSE TO THE CONCLUSIONS AND RECOMMENDATIONS MADE AT MEETINGS CONCERNING THE AREAS OF YOUR PORTFOLIO

REF	RECOMMENDATION	UPDATE
1.	Recommend to the Cabinet Member for Transport and Environment that the Council join calls for a new Clean Air Act which responds to the challenges of the 21st century	The Cabinet Member has on a number of occasions lent his voice to those calling for a new Clean Air Act.
2.	Recommend to the Cabinet Member for Transport and Environment not to proceed with congestion charging, but to review whether the Croydon Parking Policy needs amending to discourage use of worst polluting diesel cars;	Currently developing ways of encouraging residents to reduce their reliance on the car and exploring ways to incentivise drivers to switch to low emission vehicles and move away from high polluting vehicles. Looking to bring forward future strategies during 2019.
3.	Recommend to the Cabinet Member for Transport and Environment ban bonfires in the borough, other than at times of festivals;	Initial legal advice was that the best way to do this would be by PSPO rather than create a bye law, subsequent advice is that this may not be possible for private land, discussions are ongoing. for either option we need to consult and this is planned for early 2019
4.	Recommend to the Cabinet Member for Transport and Environment that regulations on the use of wood burning stoves and chimneys, and the type of fuel used, be extended to cover the entire borough;	Our smoke control area only covers the north of the borough, we need to look into either revoking this and implementing a new one for the whole borough, or implementing a second one for the south – either way we need to apply to the secretary of state.

5.	Recommend to the Cabinet Member for Transport and Environment that trees be replanted across the borough with a particular focus on the most polluted areas	<p>Embarking on a five year project to plant 3,500 new street trees. Historically Croydon, like other authorities, loses trees due to old age, disease or development. This leaves large numbers of empty tree planting pits in the footpath or streets with only a couple of trees where once there were dozens. This project plans to not only replant many of these vacant tree pits, restoring the green street scene but to also focus this planting in areas of poor air quality, which is predominantly in the more urbanised north of the Borough. A fixed term Tree Planting Officer has just been employed to develop and roll out this project, seeking new planting opportunities and funding streams to enhance this vital scheme.</p> <p>190 trees have been planted during the spring and a further 536 trees planned for November – March giving a total 726.</p>
6.	Recommend to the Cabinet Member for Transport and Environment that proactive work be undertaken to tackle the issue of idling vehicles, in particular taxis around East Croydon station;	This has started with several exercises being carried out in idling hotspots. The behaviour team hub are assisting with designing road markings to be implemented in these hotspots.
7.	Recommend to Cabinet Member for Children, Young People and Learning and Cabinet Member for Transport, and the Cabinet Member for Homes, Regeneration and Planning to carry out a review of the effectiveness of School Travel Plans, whether they are currently "fit for purpose" in regards pupil safety, public health, congestion, and air quality, and report back on how they can be improved;	The Council have reviewed the STP process and consider that it is 'fit for purpose' but there are potentially ways in which it can be improved. These include finding ways to encourage or compel schools to engage on the STARS programme; encouraging schools to introduce cycling clubs; resources be sought to provide the 'bike it plus' programme in schools; set the STARS accreditation as mandatory for inclusion in any Healthy School Neighbourhoods project; and for schools to have a 'home-to-school' agreement with new families to state that they will travel actively or sustainably to school where possible.
8.	Recommend to the Cabinet Member for Transport and	Officers have developed and introduced an engagement plan for all

	<p>Environment that consideration be given to how best to improve communication with the public on future bridge repairs; and</p> <p>Request that the next Cabinet Member bulletin for the Council meeting in April 2017 include updates on car clubs and playstreets.</p>	<p>bridge repairs and replacement plans, this includes a stakeholder map which covers statutory consultees, local residents, elected members and businesses. The plan is designed to be tailored by location.</p> <p>Both car clubs and play streets did feature in the cabinet member bulletin for April 2017</p>
<p><b>9</b></p>	<p>The Cycling Strategy be adopted;</p> <ul style="list-style-type: none"> <li>a. Greater emphasis be given to the health benefits of cycling and the lives that could be saved from cycling;</li> <li>b. A promotional campaign be undertaken to inform residents of the benefits of E-Bikes and an event be arranged to encourage councillors to trial them;</li> <li>c. Greater emphasis be given to schemes to promote cycling among young people and encourage all schools to participate in the Bikeability scheme;</li> <li>d. Consider encouraging schools to introduce cycling clubs and competitions; and</li> <li>e. The review into byelaws of all parks continue and to ensure the right balance be found to ensure cycling in parks was found to ensure safe cycling and enjoyment of parks for all.</li> </ul>	<ul style="list-style-type: none"> <li>a. Following the Scrutiny Sub-Committee's recommendations, a greater emphasis was placed on the health benefits of cycling in the revised draft of the Cycling Strategy. The Strategy was adopted by Cabinet in January.</li> <li>b. An E-bike trial session was organised for Croydon Councillors. E-bikes were supplied by (and help and advice given by) Coulsdon based 'Cycling Made Easy' and 'Brompton Electric'. Consultants have been commissioned to advise on the optimum route to providing dockless hire bikes in Croydon including dockless E-bikes. As a scheme is nearing implementation, there will be a promotional campaign, including the benefits of E-bikes.</li> </ul> <p>c and d Over many years the Council has provided in school cycle training for those schools that want it and a wider programme of training for children and adults. The Council's Cycle Training programme is currently out to tender to re-procure a cycle training provider as part of improving our offer to schools and young people. The draft LIP3 proposes a number of Healthy Schools Neighbourhoods. In these areas, the schools will be the focus for engagement activity regarding action that might be taken to help people walk and cycle more within</p>

		<p>the neighbourhood including to school. The intention is to be able to make the streets within the neighbourhood more conducive to walking and cycling. In parallel it is intended that there be an intensive programme with the schools to help more walk and cycle including Bike It Plus training and activities <a href="https://www.sustrans.org.uk/our-services/projects/bike-it-plus-london">https://www.sustrans.org.uk/our-services/projects/bike-it-plus-london</a> encouraging cycle clubs within the cluster schools will be one strand of the initiative.</p> <p>e A privilege to cycle in the Connect2 parks on certain routes has been granted under the Parks Byelaws. Granting similar privileges elsewhere will be pursued but our main focus currently is delivering the major Growth Zone focused and funded cycle infrastructure programme. Currently the Byelaws are not enforced against people cycling considerately within our parks.</p>
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**BACKGROUND DOCUMENTS:** None

**APPENDICES:** Appendix 1 Three-year indicative programme of investment for the period 2019/20 to 2021/22 employing TfL LIP funding

Appendix 2 Investment via Growth Zone funding in Transport and Public Realm over the next 5 years