

## For General Release

<b>REPORT TO:</b>	<b>Cabinet</b> <b>15 October 2018</b>
<b>SUBJECT:</b>	<b>Delivering the Croydon Growth Zone</b>
<b>LEAD OFFICER:</b>	<b>Shifa Mustafa, Executive Director of Place</b> <b>Lee Parker, Programme Director, Growth Zone</b>
<b>CABINET MEMBER:</b>	<b>Councillor Stuart King Cabinet Member for Environment,</b> <b>Transport &amp; Regeneration (Job Share)</b> <b>Councillor Manju Shahul-Hameed Cabinet Member for</b> <b>Economy &amp; Jobs</b>
<b>WARDS:</b>	<b>All</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</b> <p>Delivering the Growth Zone is a key priority of the administration to support investment in jobs, housing, economic growth and the regeneration of the Town Centre.</p> <p>The benefits of the Growth Zone will be realised across the whole borough with improvements made to transport and the public realm on key corridors as well as greater employment and cultural opportunities.</p>	
<b>FINANCIAL IMPACT</b> <p>The Council received a £7m grant from the Treasury in 2016. The grant funds the cost of any borrowing in the first 4 years of the Growth Zone programme (from 2017/18) before the business rates uplift creates sufficient income to repay and service the Growth Zone loan.</p> <p>The Growth Zone business rate uplift retention funding mechanism was approved by Cabinet in July 2016 and the Mayor of London in September 2016, and ring-fences growth in business rates from April 2018 for 16 years, plus an option to extend by 3 years, in the designated area. A Statutory Instrument was laid in parliament which led to the formal approval of the Growth Zone by the Government from 1<sup>st</sup> April 2018.</p> <p>Significant progress has been made with Town Centre developments (including the Whitgift Centre redevelopment) to now move to the delivery stage of the Growth Zone programme. The package of measures aim to support the growing borough through providing enhanced transport capacity, reduced air pollution, an exciting cultural offer and the creation of new jobs as part of a larger, stronger local economy.</p> <p>The full Growth Zone programme includes an estimated £520million of projects supported by a loan of £309.9million with the balance (circa £210million) met from other sources including TfL, the GLA or S106 planning obligations. This report focuses on the first phase of the programme up to 2023.</p>	

**KEY DECISION REFERENCE YES.: 1418CAB**

The decision may be implemented from 1300 hours on the 6th working day after the decision is made, unless the decision is referred to the Scrutiny & Overview Committee by the requisite number of Councillors.

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below:

**1. RECOMMENDATION**

- 1.1 Agree to fund the projects as summarised in paragraph 3.2 of this report and itemised in Appendix 1; and,
- 1.2 Subject to the requirement to comply with the provisions of Part 4G of the Constitution in taking delegated decisions and the parameters within paragraph 3.88 delegate to the Executive Director of Place in consultation with the Executive Director of Resources (Section 151 Officer), the Cabinet Member for Finance and Resources and the Cabinet Member for Environment, Transport & Regeneration (Job Share), authority to make necessary changes to the funding and phasing to the projects in Appendix 1. Any such changes will be reported to Cabinet.

**2. EXECUTIVE SUMMARY**

- 2.1 The Croydon Growth Zone is a Tax Incremental Financing (TIF) model which harnesses business rates uplift to enable borrowing to fund infrastructure. The Croydon Growth Zone programme consists of a range of transport, public realm social infrastructure and technology projects as reported to Cabinet in December 2017. They are deemed essential to mitigate the impact and maximise the opportunities of the growth planned (as detailed in the Croydon Local Plan 2018, Croydon Opportunity Area Planning Framework 2013 and the London Plan) in Croydon for the benefit of existing and future residents, businesses and visitors.
- 2.2 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 e.g. future bus services.
- 2.3 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. These funds were allocated from the £7m grant received from the Treasury to commence the programme and cover any interest payments from the loan in the early years. The business case and detailed background for these projects were included in the Growth Zone Delivery Plan and Programme produced by Peter Brett Associates in March 2018.

- 2.4 It is acknowledged that the Growth Zone is dependent on the anticipated business rate uplift from the major developments notably the redevelopment of the Whitgift Centre by the Croydon Partnership which received outline planning consent in November 2017. Cabinet resolved to progress the 2014 Whitgift Compulsory Purchase Order in June 2018. These are two key milestones underpinning the continued progression of the Growth Zone and the recommendations of this report.

### 3. GROWTH ZONE PROGRAMME

- 3.1 This section covers progress made so far on delivering the Growth Zone programme and details projects to be delivered by March 2023. **Appendix 1** contains a detailed list of projects this report is seeking approval to deliver which are summarised in this section. Although there is one overarching programme, which is also depicted spatially in **Appendix 2**, this report provides more detail on specific projects and initiatives split by different workstreams.
- 3.2 The table below summarises the expenditure requested in this report broken down by themes as follows:

Workstream	(A) GZ funding approved 2018/19 (£000's)	(B) GZ funding requested 2019/20 - 2022/23 (£000's)	(C) Total funding (£000's)
Transport	1,000	115,748	116,748
Public Realm	400	44,363	44,763
Construction Logistics	400	1,840	2,240
Parking	400	1,200	1,600
Culture	800	1,500	2,300
Smart Cities	700	0	700
Social Infrastructure	70	500	570
Employment & Skills	180	800	980
Energy	50	100	150
<b>TOTAL</b>	<b>4,000</b>	<b>166,051</b>	<b>170,051</b>

- 3.3 Further reports will be submitted to Cabinet setting out more detail on other projects particularly those under the energy, smart city and social infrastructure themes as these projects reach an appropriate stage for decision. These will include the estimated costs and timescales and be funded from the overall Growth Zone programme budget of £309.9m.

#### Transport

- 3.4 The Growth Zone includes a significant investment to the local transport network to cater for the projected growth in residents and visitors. Through the assessment of future growth and travel patterns, a range of schemes have been developed which will ensure people can travel in, out and around Croydon safely and efficiently.

3.5 A number of the projects remain in the early stages of scheme development. Subsequently, a proportion of the funding for 2018/19 has focused on the progression of concept / developed design options, with delivery scheduled over the next 4 years. In addition, a key component of this year's 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 in 2018/19.

3.6 A brief summary of the work undertaken to date on key transport projects included as follows:

#### Streets – Fiveways

3.7 Officers have been working with TfL to determine changes to the scheme design, in response to public consultation comments, engineering constraints and to better align the project with healthy streets objectives. Following this work, Croydon Council endorsed the Fiveways scheme design in September 2018. Transport for London also issued their 'Response to Issues Raised' Consultation Report in September 2018. A planning application for the scheme is anticipated in late 2018, subject to Environmental Screening.

#### Rail – West Croydon Station

3.8 The Council has commissioned a multi-disciplinary project team to assess potential options associated with the redevelopment of West Croydon Station. The current piece of work, focusing on the development of concept design options, is scheduled for completion in December 2018.

#### Buses

3.9 Officers have undertaken a combination of strategy, design and delivery work in 2018. The Council has been working with TfL to consider potential changes to the way buses stop and stand in the Town Centre in response to the masterplan aspirations and the changing highway environment.

3.10 A particular focus has been on the Mid-Croydon area in light of the experimental pedestrianisation of the High Street and associated major developments that affect highway operations during the construction and implementation phases. TfL is also reviewing the most effective way for buses to serve the Town Centre during the upcoming period of intensive construction works.

3.11 Officers have also been working with TfL on wider Bus Priority measures that support bus access improvements to and from the Town Centre. Schemes have been designed during 2018, with the intention to commence delivery in early 2019.

#### Trams

3.12 The Council and TfL have been investigating options to improve the tram network capacity, in response to significant increases in patronage once the major developments have been realised in the Town Centre over the next few

years. A number of options are currently being assessed, with a decision on next steps due by early 2019.

#### Walking & Cycling

- 3.13 The Walking and Cycling programme has been developed to create a significant increase in sustainable and 'active travel' in the Borough, with a particular focus on the safe routes in and around central Croydon, building on Croydon's recently adopted Cycle Strategy. TfL has identified Croydon as the London Borough with the greatest potential for Cycling due to the very large number of short car trips that could readily be made on foot or by bike if conditions are right. The proposed walking and cycling schemes will be delivered across 4 phases.
- 3.14 A number of schemes have been delivered or are scheduled for delivery in 2018/19 including:
- Ampere Way – Therapia Lane
  - Fairfield Frontage – Park Lane / College Road
  - Lloyd Park

#### A232 Chepstow Road / junction with Addiscombe Road

- 3.15 This is a critical junction, providing access to the Growth Zone from the east for walking, cycling, trams, buses and other forms of road transport, whilst providing a strategic east-west traffic 'movement' function. Achieving an appropriate balance between the various modes of transport using this junction is essential if efficient access to and from the Town Centre is to be achieved. In 2018/19 funding has been set aside to enable the development of potential design options for the junction.

#### Brighton Road / Mitcham Road / London Road Corridors

- 3.16 These three corridors have been identified as the key 'movement' corridors serving the Growth Zone and it is essential that their design, and the priority afforded to each transport mode, responds appropriately to the future needs of Croydon Town Centre, whilst also taking into account localised priorities.
- 3.17 In 2018/19 funding has been set aside to enable the development of potential design options for each of the 3 corridors with a view to improving the ability to move people and goods along them and to take them closer to the Mayor of London's 'Healthy Streets' objectives.

#### Brighton Main Line & East Croydon Station

- 3.18 Croydon has been working collaboratively with Network Rail to bring forward major changes to the railway network in central Croydon to address the governing operational constraints on the Brighton Main Line. An initial public consultation in relation to the project is planned for November 2018.

#### **Proposed for the next 4 years**

- 3.19 Given the timescales involved with the delivery of transport projects, the key focus over the next 4 years is progressing many of the schemes from the design to delivery stage.

### Streets – Fiveways

- 3.20 The Council has an existing commitment to contribute £20m to the TfL led Fiveways project. Following recent design changes to better accommodate cyclists, TfL have requested an additional £5m from the Council which will entail a variation to the Transport Infrastructure Agreement. The Council's total contribution to the Fiveways project is now requested to be £25m made up of £5m from the Council's capital programme and £20m from the Growth Zone. The key project milestones include concept design completion by December 2019, detailed design completion by May 2021, with construction commencing from June 2021 and completion by June 2023.

### West Croydon Station

- 3.21 Whilst the project is in early stages of feasibility, it is the intention to deliver at least the first phase of improvements at the station by 2023. As a minimum, the scheme will address some of the fundamental issues with the existing station to improve the ticket hall capacity and achieve step free access. This first phase will be intended to provide some of the enabling works prior to the comprehensive redevelopment of the station that may take longer to realise given the complexities associated with major station projects.

### Buses

- 3.22 Over the next 4 years a comprehensive programme of bus priority measures will be delivered to support access to and from Croydon Town Centre. These will be based on the current feasibility designs that are being progressed. The Council anticipates that it will have identified off-street solutions for bus standing, to address issues associated with on-street bus standing in the mid-Croydon area. The routing and frequency of bus services through the Town Centre are also expected to change, in response to changes in service patterns and demand. Coach parking arrangements will also be addressed as part of this work.

### Trams

- 3.23 Tram capacity enhancements, in response to expected growth are expected to be addressed by the 1<sup>st</sup> major phase of tram enhancement schemes. A scheme to reinstate the 3<sup>rd</sup> platform at East Croydon Station to automated working will also have been completed during this period as well as an additional tram serving New Addington. George Street Tram Stop is anticipated to be upgraded and improved prior to the opening of the redeveloped Whitgift Centre.
- 3.24 Scheme development is also anticipated to commence on some of the longer term tram schemes, including the double tracking works at Wandle flyover and further along the line to the west to help address capacity constraints.

### Walking & Cycling

- 3.25 The walking and cycling programme will be delivered across 4 phases. Over the next 4 years the majority of projects within the programme are scheduled for delivery in order to create a comprehensive and coherent network across the borough. The Growth Zone will fund a large element of the Croydon Cycle Strategy approved by cabinet on 22 January 2018 (**0518CAB**).

#### Traffic Management

- 3.26 To facilitate efficient traffic control a Variable Message System (VMS) will be introduced in the Town Centre and main radial routes into/out of the town. There is potential to link this system with the temporary scheme that will be deployed throughout the main construction phase in the Town Centre from 2019. The system will also complement online and web tools aimed at improving journey information.

#### A232 Chepstow Road / junction with Addiscombe Road

- 3.27 Over the next 4 years design, consultation and delivery of an improvement scheme at this junction will take place. The aim is to improve the traffic flow at the junction and reduce congestion whilst making improvements to the public realm, pedestrians and cyclists.

#### Brighton Road / Mitcham Road / London Road Corridors

- 3.28 Corridor improvement projects are expected to be delivered on London Road and Mitcham Road. The nature of interventions will be determined by the design process and engagement with residents and businesses in the area.
- 3.29 For Brighton Road, whilst elements of the corridor improvement scheme are scheduled for delivery, some of the key junction improvements are anticipated to take place beyond 2023.

#### Brighton Main Line & East Croydon Station

- 3.30 The Growth Zone funding contributions will ensure that Croydon can adequately resource the project moving forward and also directly commission specialist work, if necessary, in order to positively influence the project and harness the wider regeneration opportunities.

#### Wellesley Road Crossing

- 3.31 The Wellesley Road surface level crossing, to link the redeveloped Whitgift Centre main entrance to Lansdowne Road will be delivered by 2023. Subways underneath Wellesley Road will be closed.

#### Delivery & Servicing Management

- 3.32 Funding has been set aside to assist with delivery & servicing management in Croydon Town Centre over the next 4 years, during the time when construction related activity is at its peak.

Project / Initiative	GZ funding approved - 2018/19 (£000's)	GZ funding requested for 2019/20 - 2022/23 (£000's)
Trams – 1st Phase Network Enhancements and additional studies	25	26,775
Trams - George Street Tram Stop	0	1,081
Rail – West Croydon Station	90	11,410
Rail - Brighton Main Line (CARS), including East Croydon Station	0	1,000
Buses – Bus Priority	100	4,900
Buses – Bus Route Upgrades	0	10,000
Walking & Cycling Programme	460	14,194

Traffic Management/Variable Message Signs	0	1,000
Streets – A232 Chepstow Road / Addiscombe Road	80	4,120
Streets – Brighton Road Corridor	100	4,900
Streets – London Road Corridor	70	8,280
Streets – Mitcham Road Corridor	60	6,503
Streets – Fiveways	15	19,985
Streets - Wellesley Road Crossing	0	1,500
Delivery & Servicing Management	0	100
<b>TOTAL</b>	<b>1,000</b>	<b>115,748</b>

### **Place and Public Realm Sub-Group**

- 3.33 Improvements to the streets are required to facilitate more people and provide a streetscene that is befitting of a modern, prosperous Town Centre.

**Appendix 2** also contains a map of the planned Growth Zone public realm investment and the relationship with the Croydon Opportunity Area Masterplan Areas.

#### **Progress to date:**

- 3.34 Public Realm in Croydon Town Centre was discussed at the Streets, Environment and Homes Scrutiny Sub-Committee on 12<sup>th</sup> September 2017. Feedback from scrutiny has helped shape the programme and will ensure designs accommodate the needs of all the community in particular families and the elderly.
- 3.35 Delivered precursor projects include the **Croydon Arts Store; Ground Art installations; 'College Square' installation; the College Road 'Street Park'; High Street** 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 these places which are vital components of long term sustainable growth, regeneration and improving perceptions.
- 3.36 Design briefs for **Minster Green and forecourt** 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 existing and future local community. For Thomas Turner path, the brief set 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.

#### **Proposed for the next 4 years:**

- 3.37 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 Fair Field area and the Mid Croydon area (extended to include



North End/Crown Hill), as illustrated by the proposed split in funding in the table below.

	<b>GZ funding approved - 2018/19 (£000s)</b>	<b>GZ funding sought for 2019/20 – 2022/23 (£000's)</b>
P1 – Old Town Public Realm	200	5,715
P2 – Mid Croydon Public Realm (incl. North End & Crown Hill)	200	22,662
P3 – East Croydon Public Realm	0	4,586
P5 – West Croydon Public Realm	0	1,400
P8 – Fair Field	0	10,000
<b>TOTAL</b>	<b>400</b>	<b>44,363</b>

Old Town Public Realm (see supporting Map ref P1)

- 3.38 Delivery of public realm in Old Town will follow and build upon the recent interventions through the Mayor's Regeneration Fund.
- 3.39 The **Minster Green and forecourt project** will be developed up to RIBA stage 2 by the end of the financial year. This will include a public consultation and the delivery of precursor interventions. RIBA stage 3 is to be completed by summer 2019 to be then delivered on site late 2019.
- 3.40 Drummond Road currently provides a (poor) connection between Old Town and North End. In the future, once the Whitgift centre is redeveloped and the Wellesley Road pedestrian crossing at Lansdowne Road delivered, it will become part of a key East–West pedestrian route linking Lower Addiscombe to Wandle Park. The **Drummond Road project** will improve this link and encourage footfall from the retail core into the Old Town area.
- 3.41 Frith Street, Keeley Road, and Priddy's Yard, while in parts located in conservation areas and benefiting from a few commercial units, have a disjointed public realm and some unattractive frontages. The **Frith Street, Keeley Road, and Priddy's Yard project** will improve the streetscape and frontages along these roads, including activating blank frontages, with the aim to increase footfall in this area both from the retail core (through Drummond Road and Keeley Road) and Church Street.
- 3.42 The Arcade is the Victorian link between Croydon High Street and Surrey Street. The **Arcade project** will build upon the improvements recently delivered to Surrey Street. It is likely to be delivered jointly with the High Street project (part of the Mid Croydon Public Realm programme of projects, P2). The proposals will be sensitive to the link's heritage and seek to preserve and enhance its historic features. It is likely to include lighting proposals.
- 3.43 The existing bridge across the railway is replaced with a new ramped bridge which improves cycle, pushchair, wheelchair and pedestrian access in to Wandle Park from Waddon New Road through the **Access to Wandle Park project**.
- 3.44 St Johns Rd / Waddon Rd and Rectory Green offer direct views towards the

Minster and a visual connection between the western, residential, side, and the eastern, commercial side of Old Town, that is otherwise split in two by the Roman Way. The **St Johns Rd / Waddon Rd and Rectory Green project** will deliver public realm improvements, protecting and enhancing views towards the Minster, improving pedestrian and cycle movements and supporting businesses along these routes.

- 3.45 The **Church Road, Old Palace Road and Howley Road project** will deliver public realm improvements to these streets (mostly located in Conservation Areas) helping to enhance the historic setting of the area, and in particular of the Old Palace building. The project will also improve pedestrian connections through the delivery of new crossing(s), traffic calming, and better wayfinding in particular with regards to pedestrian and cycling routes to and from the Old Palace School and the sports pitches.

Mid Croydon Public Realm (see supporting Map ref P2)

- 3.46 All streets within the Mid Croydon area will be upgraded in coordination with the proposed and anticipated private developments. Some key projects will be financed and delivered privately (although managed through the planning system). In particular Queen's Garden will be relandscaped and a new Town Hall Square will be created. Projects to be delivered with Growth Zone funding are listed below.
- 3.47 The **Thomas Turner path project** will be developed up to RIBA stage 2 by the end of the financial year. This will include a public consultation and the delivery of precursor interventions. RIBA stage 3 is to be completed by summer 2019 and then delivered on site late 2019.
- 3.48 New high quality streetscape will be delivered as part of the **Katharine Street, Park Street and Mint Walk projects**. Together with improvements to Fell Road and the new Town Hall Square, both to be delivered by the developer, these projects will entirely rejuvenate the public realm of Croydon's civic centre, delivering a new focus for public life and creating a new setting for the Town Hall.
- 3.49 Croydon High Street will be improved through the **High Street project**, taking on lessons learnt from the temporary work done through the Meanwhile programme including its experimental closure. This project is likely to be delivered jointly with the Arcade project (part of the Old Town Public Realm programme of projects, P1). It will deliver a high quality streetscape joining a redeveloped North End (see below) to the restaurant quarter (South End) that was improved as part of the Connected Croydon programme.
- 3.50 Streets on the edge of the Mid Croydon area will also be upgraded in coordination with adjacent developments, including **Park lane** between Katharine Street and Park Street, and the **Flyover / Fell Road. Park Lane gyratory** will also be improved.
- 3.51 The Whitgift shopping centre surrounds will be upgraded in time for its reopening. This will include an entirely rejuvenated streetscape along **North End / Crown Hill** and public realm improvements along **George Street**. This will be coordinated with improvements to be delivered to **Poplar Walk** (part of the West Croydon Public Realm programme of projects, P5), and Wellesley

Road, including the new crossing to be delivered at Lansdowne Road (reference H1).

East Croydon Public Realm (see supporting Map ref P3)

- 3.52 Delivery of public realm in East Croydon will follow and build upon the recent interventions delivered through the Connected Croydon programme. In particular-further work to **George Street** will be delivered, completing the work to this arrival space.
- 3.53 Most of the investment in the East Croydon area to date has been made in the West of the railway track. This will be rebalanced, with the expected delivery of the Cherry Orchard Steps opening the Eastern entrance to the railway bridge. The **Billinton Hill** and **Cherry Orchard Road projects** will contribute to rebalance both side of the railway tracks and link the residential areas immediately to the east of the railway tack to Croydon Centre.
- 3.54 The **Dingwall Road project** will allow to upgrade the streetscape along the Ruskin Square development site.

West Croydon Public Realm (see supporting Map ref P5)

- 3.55 The **Poplar Walk project** will see the delivery of public realm improvements to this street. This will be done in time for the opening of the redeveloped Whitgift shopping centre and coordinated with the other streets forming its surround notably North End / Crown Hill and George Street (delivered as part of the Mid Croydon Public Realm programme of projects, P2), and Wellesley Road, including the new crossing to be delivered at Lansdowne Road.

Fairfield Public Realm (see supporting Map ref P8)

- 3.56 Public Realm improvements to the area around Fairfield Halls will be delivered in part by the consented College Green redevelopment and in time for the Fairfield Halls re-opening in 2019.
- 3.57 The redevelopment of Fairfield Halls presents an opportunity to make major improvements to the area surrounding area. The intention is to commission a world class design for the space at the heart of the Croydon Opportunity Area and Cultural Quarter. The brief seeks inspiration and ideas from leading architects to produce a design that transforms this space and to reflect the history of the site when it was known as the Fair Field.

## **Construction Logistics**

- 3.58 The Council as a local traffic authority has a Statutory Duty to facilitate expeditious movement of traffic on our roads and a dedicated officer has been appointed to oversee this area of work in the Growth Zone. A **Construction and Logistics sub-group** has been established which is responsible for planning and overseeing measures that minimise the impact of the construction activity in the Town Centre and on adjoining roads. The Council works with contractors to ensure sites are safe and take into consideration other road users including pedestrians, cyclists and those with mobility or sensory impairments.

### Progress to date

- 3.59 Significant planning has been carried out to determine the timeline of projects, anticipated vehicle load and analysis of Croydon's highway network to understand the impact of construction on the Town Centre. Based on this work a Construction Logistics Plan has been developed which contains a range of measures that will be required from all developments taking place within and near to the Town Centre to mitigate their impacts.
- 3.60 In preparation of the rapid increase in construction and HGVs a number of initiatives have been implemented to keep Croydon moving and open for businesses at all times.

These include:

- A dedicated resource appointed to oversee the programme and liaise with developers and contractors to aid co-ordination of works.
- Ongoing engagement with developers and contractors to co-ordinate works and develop local solutions to manage traffic. This involves a series of workshops and regular liaison and guidance via a construction and logistics forum. The safety of cyclists is a key part of this workstream and there is joint working with officers from TfL learning from experiences elsewhere in London.
- Communications around planned disruption to the transport network to allow residents and businesses to identify alternative travel options and promote meanwhile activities and events including more information on the Council's website and social media channels.
- Work with all major utilities and developers to ensure utility works are coordinated and to minimise the impact of essential works.
- Travel Demand Management measures to support local businesses whilst there is disruption to the transport network associated with the development activity and helping their staff and visitors switch from the car to sustainable travel modes during the construction period and afterwards.
- Electronic applications to monitor construction traffic, using real time traffic updates and a Satnav system.
- Monitoring and enforcement on HGV's if they exceed specified emission levels and enforcement activity relating to parking and moving traffic offences.
- Permitted construction routes and prescribed delivery hours implemented to control and monitor their movement and access to sites. In particular, limits on HGVs in the peak periods.
- HGV holding areas established at various distances from the Town Centre when the requirement for capacity increases to minimise the impact of construction delivery traffic and ensure timely arrival of goods.

### Proposed for the next 4 years

- 3.61 The following outlines the broad scope of planned activities for the next four years:
- Highways Impact Electronic Monitoring and Co-ordination Systems - including a Growth Zone navigation app and an Urban Data Platform where the public will be able to see the various developments and associated

- construction traffic and roadworks occurring.
- Vehicle Consolidation Centre – establishing a vehicle consolidation centre to reduce trips into the Town Centre by unifying multiple vehicle loads into single journeys.
- CCTV monitoring - installation of additional CCTV units to provide comprehensive coverage of traffic conditions throughout the Town Centre and its approaches as well as upgrades and alterations to enforcement markings and provisions to allow the highway to be kept clear and moving.
- Utility Co-ordination – continued co-ordination of utility activities in and around Growth Zone including development connections to ensure minimal disruption to the travelling public.
- Travel Demand Management.
- Variable Message Signs - a network of electronic signs to direct traffic on a 'live' basis.
- HGV Emission Control and Monitoring.
- Enforcement - use of traffic modelling software and additional site monitoring where needed to address local traffic issues.
- LBC/Utility/Developer Co-ordination Workshops and Forum - including a creation of a Croydon-specific constructor's award scheme to recognise best practice within the Growth Zone.
- Communications - Communications updates, workshops and other activities to keep Croydon residents informed on the progress of the developments and its effects on traffic and the public highway.
- HGV Holding Areas - upgrades to the HGV holding areas in terms of monitoring and facilities, and expansion to match increasing levels of construction traffic.

<b>Project / Initiative</b>	<b>GZ funding approved - 2018/19 (£000's)</b>	<b>GZ funding requested for 19/20- 22/23 (£000's)</b>
Highways Impact Electronic Monitoring and Co-ordination Systems	100	
Growth Zone navigation app + updates/Urban Data Platform		150
Vehicle Consolidation Centre		400
CCTV monitoring		270
Staff resourcing (Development Impact Engineers)	105	*
Utility Co-ordination	60	150
Travel Demand Management	70	200
VMS signs		200
HGV Emission Control and Monitoring	18	160
Enforcement	30	110
LBC/Utility/Developer Co-ordination Workshops and Forum	12	50
Communications	5	50
HGV Holding Areas		100
<b>TOTAL</b>	<b>400</b>	<b>1,840</b>

\*Ongoing staffing costs to be funded from the overall Growth Zone programme

## **Parking**

- 3.62 The **Parking** workstream looks at assessing current and future demand, supply & displacement for parking as will be impacted by new developments and ensuring the on-going provision of a balanced and accessible parking arrangement in the Town Centre and surrounding areas. It also aims to explore advancements in technology & how these may be used to make parking easier and more efficient to manage.

### **Progress to date**

- 3.63 The 2018/19 Parking programme includes the commission of a review to understand the current supply and demand profile of parking provision and to understand the changes & impacts over the next 4 years, so that a balanced approach can be applied to deliver adequate provision. These will involve detailed parking stress surveys in the Town Centre and surrounding areas, inclusive of existing Controlled Parking Zones, free bay zones and a 500m radius surrounding these zones; together with surveys of the types of vehicles using the provision to understand how these factors could be affecting the air quality.
- 3.64 Also underway is the commission of a 'Software as a Solution' (SaaS) system that will see the making and management of the borough's statutory Traffic Management Orders TMOs) transition from a manual process to a digital map-based system resulting in improvements and efficiencies in managing parking compliance and enforcement.

### **Proposed for the next 4 years**

- 3.65 The reviews of the Town Centre parking profile conducted in 2018/19 will inform our approach to managing Controlled Parking Zones, ranging from simple revisions to conditions (e.g. boundaries, hours of operation) to the implementation of new zones. Also, there will be the design of various measures from how to manage an anticipated increase in commercial vehicles (e.g. services & deliveries to the increased numbers & density of homes) through to other viable measures based on reducing air polluting emissions.
- 3.66 Technological solutions will also be investigated to identify those that offer a range of improvements from signage to car parks to solutions that help route drivers to available on & off street parking spaces using sensors, open data, APPs, in-car messaging etc., both of which can help reduce congestion into and around the Town Centre and improve the parking experience for drivers. Technology that helps the management of the growth of commercial vehicle activities will also be explored such as considering Virtual loading bays & virtual kerb-space management. Further report(s) will be submitted to the Traffic Management Advisory Committee setting out more detail on other projects/initiatives within the Parking theme as they are developed and reach an appropriate stage for decision.

Project / Initiative	GZ funding approved - 2018/19 (£000's)	GZ funding requested for 19/20 - 22/23 (£000's)
Comprehensive assessments of existing & potential Controlled Parking Zones / Design and Implementation	255	1,000
CPZ: Digital mapping of TMOs	80	
Project Management Resource	65*	
Parking – on and off street technology		200
<b>TOTAL</b>	<b>400</b>	<b>1,200</b>

\*Ongoing staffing costs to be funded from the overall Growth Zone programme

## **Culture**

- 3.67 The cultural programmes supported by Growth Zone funding outlined in previous cabinet reports have contributed to increasing the profile of Croydon in a positive way, have improved perceptions of key public spaces and engaged thousands of residents and visitors in cultural activity in the Borough. All of this improves the overall case for inward investment and business retention; establishing Croydon as a place with a vibrant cultural offer with places that are engaging and welcoming to spend time in.
- 3.68 For the next 3 year period there are a number of programmes in the pipeline: WSP has been commissioned to produce a lighting plan for Croydon incorporating a series of large and small scale lighting installations and pieces across the borough. Both permanent and temporary, these will focus on sites of architectural interest, areas where there is change happening and creating new routes. This programme, **Croydon-Lit**, will contribute to an improved public realm and benefit the night time economy. Whilst there is a focus in the Town Centre, there will also be interventions across district areas such as the very successful lighting festival earlier this year in Trumble Gardens.
- 3.69 The first stage of **Croydon Music City (CMC)** has been commissioned from Sound Diplomacy who have helped develop strategies for cities across the world including Barcelona, London, Brisbane and Berlin and have been involved in establishing initiatives like New York Music Month, London's Night Czar and the international Music Cities programme.
- Phase 1 – Music Audit and Stakeholder Survey and Engagement (September – November 2018) includes a music audit mapping Croydon's music ecology, producing a SWOT analysis with proposed solutions to identified issues, an online survey for industry and community consultation, 5 roundtable stakeholder sessions and 30+ interviews with key music leaders and organisations.
  - Phase 2 – Partner development and Music Strategy (January – March 2019) includes the development of an inward investment programme developing new partnerships for Croydon, the creation of a new music industry network and development of a music strategy, budget and action plan.

- 3.70 During the summer of 2018 the Council and Croydon BID delivered a programme of events and activities on the High Street. Initial figures show that footfall increased from the same period in the previous year and retail income was also higher. For October 2018, the focus will shift to **College Square** with a series of small scale events and that will promote civic life in the space with a strong educational aspect developed in collaboration with Central Saint Martins, University of Arts London and with input from Croydon College. This programme of animating public spaces will continue over the next 3 years as spaces need to change and transform.
- 3.71 **Croydon Art Store (CAS)** opened its doors in November 2017. It is a temporary takeover of the old Grange furniture store in the Whitgift Centre by a consortium of local and neighbouring arts organisations, including Croydon Council, Turf Projects, Art Halo and Kingston School of Art. The four floor arts space has provided a collaborative and participatory visual arts and events programme with a focus on youth engagement and learning. Turf have run 7 exhibitions with visitor figures of just under 6,000 for the last year, 40% of those under the age of 24. These project have levered in just under £100k of Arts Council funding. The longer term objective of the project has been to test the role of arts and culture in a shopping centre, and aims to inform how the visual arts can be integrated in to future developments in Croydon.
- 3.72 The table below sets out the funding requested for the Croydon Lit programme and the development and implementation of the cultural programme including the projects noted in this section. A further report will be submitted to Cabinet providing more detail on the cultural programme.

Project / Initiative	GZ funding required - 2018/19 (£000's)	GZ funding requested for 19/20- 22/23 (£000s)
Croydon Lit	0	1,000
Cultural Programme	800	500
<b>TOTAL</b>	<b>800</b>	<b>1,500</b>

### **Smart City (technology)**

- 3.73 The approval of the initial 'Smart City' programme by Cabinet in December 2017 (**1917CAB**) has enabled the workstream to move forward with the priority areas of digital connectivity, the Internet of Things and data. The 'Smart City' workstream's primary objective is to ensure that the Council makes the best use of technology and data opportunities to better respond to the challenges, build capability and attract further investment.

#### Improving digital connectivity within the borough

- 3.74 Exploratory work was undertaken in relation to improving digital connectivity in the Growth Zone and pan-Croydon, leveraging both public and private investment. The Council has engaged with optic fibre providers to explore a variety of schemes to deliver full fibre to residents and businesses. This includes:



- Progressing the development of a proposal to DCMS Local Full Fibre Networks challenge fund, in partnership with Coast to Capital LEP and its members as well as discussing partnership opportunities with Network Rail.
- Bringing fibre to the premise to social housing estates across the borough: early dialogue with providers on the deployment of full fibre network to premises to social housing estates, with affordable entry-level prices and digital inclusion activities.
- Regular conversations with providers to push for more and faster upgrade of their network, in particular fibre to the premises for businesses in the Town Centre, district centres and growth corridors.

#### Internet of Things (IoT)

- 3.75 The Internet of Things consists of devices or sensors that ‘talk’ to each other using connectivity. As part of Croydon's approach to becoming a smart city it aims to become a recognised Internet of Things test bed to develop innovative solutions for a wide range of purposes. The Council has established a Low Power Wide Area Network (LPWAN) for IoT development. The network is free to use for experimentation and prototyping of IoT solutions. Croydon Council, in partnership with Digital Catapult, has run an IoT innovation challenge on measuring the impact of construction sites on air pollution to help collect relevant data and address this challenge in such a way as to minimise and mitigate the negative impact.

#### Urban Construction Asset Management (UCAMP)

- 3.76 LBC has been awarded a Department for Transport (DfT) grant of £80k to trial a new system and technology to preventatively identify roads defects and damages. For this project the Council and DfT are working with a local tech business, Connected Space, using connected vehicle technology and machine learning to assess road quality and trigger alerts for early maintenance intervention. The solution is directly embedded in the Urban Data Platform developed for the Growth Zone. The pilot project is in recognition of DfT seeing Croydon as a supporting testbed for new ideas and innovation.
- 3.77 Other initiatives in the pipeline include a Connected Autonomous Vehicle pilot, overall upgrade of Croydon's CCTV network and open data. A separate and more comprehensive Smart City cabinet report will be produced by the new Chief Digital Officer including detailed forward planning and a request for expenditure in future years.

### **Social Infrastructure**

- 3.78 The provision of social infrastructure in the form of health, education, community and play facilities is an important aspect of the programme. They will support the growing number of residents and visitors to the Town Centre and avoid undue pressure on existing facilities.
- 3.79 A working group has been formed and a review of the initial social infrastructure theme/projects list has been completed. Further work is required on feasibility and business case development, and reports will be presented to Cabinet in at the appropriate stage to progress the delivery of these capital projects. In the meantime this report seeks a budget of £500k to progress projects to a detailed feasibility stage. Local residents will be engaged and consulted as projects are

progressed.

**Proposed for the next 4 years:**

- 3.80 The working group will be proceeding with the development and refinement of the following workstream themes and projects:

**Infrastructure for programming and activity – community space**

- 3.81 A community space audit for the central Croydon area, to map and understand the existing availability of community space for use and hire, including assets owned or managed by the council will be carried out. A strategy will be then developed to enable better use of such spaces, including more use throughout the day and ensure there is adequate provision.

**New primary care facility**

- 3.82 Working with the NHS Croydon Clinical Commissioning Group, the Council will progress the development of a new primary care facility in central Croydon.

**Croydon Clocktower**

- 3.83 Architects have prepared a design options and feasibility study for the Clocktower, allowing for refurbishment and realignment of spaces, including re-design of the main library and museum gallery areas. Their proposals include innovative more open designs for the main entrance area and a combined central reception space. Further Cabinet approval will be sought to progress this project once there is more certainty regarding the project costs, planning and phasing.

**Parks and Open Spaces**

- 3.84 Following the positive community engagement and renewal projects recently completed in Wandle Park, and the recently completed high level masterplan for Park Hill, a strategy of access to these key green spaces to develop improved routes to and from the Town Centre will be developed. The cultural, commercial and educational activities that could be developed in both parks including links to the developing walking routes through the Wandle Valley, and opportunities for learning, training and activities for all ages will be explored.

**Croydon Works**

- 3.85 The Council's training and employment service – Croydon Works provides a valuable route to employment for local people and likewise supports the skills and resources required by developers to deliver their developments. The Growth Zone programme has currently allocated £180k to support this service and requests a further £800k over the next 4 years to continue this.

**Energy**

- 3.86 The Growth Zone programme includes the potential for an energy centre located in Wandle Road car park. Initial feasibility looks positive both commercially and technically and the GLA have offered £150k to help take this project forward. This report seeks £100k to contribute to this project to reach a decision next year as to whether this is a viable project worth implementing or not. Alongside this, other decentralised energy projects such as community

energy schemes will be considered with the aim of reducing carbon emissions and lowering energy costs.

### **Governance**

- 3.87 The governance to oversee the Growth Zone programme was approved by the Cabinet Member for Homes, Regeneration and Planning in July 2017 (2417HRP). The Steering Group is co-chaired between Croydon Council and the GLA. The Mayor of London has approved the full Growth Zone programme with the decisions regarding the delivery of the programme delegated to senior GLA officers.

### **Delegation**

- 3.88 As part of the work on the projects detailed in Appendix 1, a delegation is sought to authorise the Executive Director of Place in consultation with the Cabinet Member for Environment, Transport and Regeneration (Job Share), Cabinet Member for Jobs and Economy and the Executive Director of Resources to make necessary changes to the funding and phasing of projects in Appendix 1 within the parameters set out within the Council's Constitution, particularly the provisions of Parts 4B, 4C, 4G and 4I, and the provisions of this paragraph 3.88. The recommended parameters are that:

- the delegation shall not permit the making of any changes which would amount to a key decision as defined by the Council's Constitution. Any changes which would constitute key decisions should be presented to Cabinet for consideration and decision making.
- the exercise of the delegated decision making should be within the Council's budget and policy framework.
- in taking the delegated decisions, the decision maker shall adhere to the principles of:
  - Proportionality;
  - Due construction and taking of professional advice from other relevant Council Officers;
  - Human Rights and Equalities;
  - Presumption of openness in accordance with the Freedom of Information Act;
  - Consideration and evaluation of alternatives; and
  - The 'Wednesbury' reasonableness principles.

## **4. CONSULTATION**

- 4.1 In developing the Growth Zone programme significant engagement has taken place with TfL and the GLA. Engagement also continues with major developers and utility companies to identify infrastructure requirements and likely build rates of their schemes which inform the Growth Zone financial modelling and Construction Logistics programme.
- 4.2 With regard to resident and business engagement a roadshow is planned to provide information on the various projects and for residents to have their say.

The roadshow will support informal and statutory consultation associated with any of the projects. Engagement with the local community will increase as projects are progressed to ensure there is communication and feedback on the changes to the Town Centre and on the corridors leading into it. This will possibly including the formation of a dedicated Community Forum subject to consultation with Ward Members. There is also ongoing business engagement supported by the BID and Develop Croydon to help businesses manage the impact of the construction. This includes supporting them to develop travel plans which assist their staff and customers through the next few years as developments commence construction.

## 5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

### The effect of the decision

- 5.1 The Council agreed to the creation of the Growth Zone in July 2016, which included the funding mechanism for £520 million of projects; supported by a loan of £309.9 million to be taken out by the Council and the balance made up of contributions from TfL, the GLA and s106 planning obligations. A Statutory Instrument was placed in parliament and subsequent approval given to commence the Growth Zone from 1<sup>st</sup> April 2018. This report builds upon the preparatory work undertaken so far and identifies a range of projects that are intended to be delivered by March 2023.
- 5.2 The table below sets out the anticipated spend profile for the projects noted in this report. It is expected additional requests for funding for the social infrastructure, smart city and energy themes will follow this report and add to the overall amount sought in the table below up to a maximum of £309.9m. The £166m shown in this table will be funded from borrowing as set out in the financial implications section of this report.

2019/20	2020/21	2021/22	2022/23	Total
£8m	£20m	£60m	£78m	£166m

### Risks

- 5.3 A review of the Growth Zone has been undertaken and the following risks have been identified:

Risk	Mitigation
The business rate uplift forecast in the financial model is not forthcoming at the rate forecast throughout the life of the model, which would put financial pressure on repaying and servicing the debt.	Sensitivity testing has been undertaken to provide confidence that the modelling can respond to unforeseen circumstances to include changes to interests rates, increases in costs and reduction in income from business rates uplift. Financial modelling will continue throughout the life of the Growth Zone. The borrowing noted in section 5.2

	depends on the satisfactory progress of developments occurring in the Town Centre which will bring about the uplift in business rates used to repay the debt. If these developments slip, the amount to be borrowed in future years could be affected and if so this variation will be reported to Cabinet.
Project and infrastructure delivery is delayed and is not commensurate with development activity.	Governance arrangements are in place with partners and stakeholders to ensure clear understanding of roles and responsibilities. Regular meetings of the Growth Zone Steering Group and Working Group is a practical method of monitoring project management and the early identification of any delivery issues for attention.
The projects delivered early in the programme are subject to overspend and this reduces the funding available to deliver projects within the later stages of the programme.	Expenditure and delivery of projects will be managed by the Growth Zone Steering Group and Working Group. Any unavoidable overspend will mean a reduction in funding available for projects planned for the future.

- 5.4 Risk identification and mitigation measures will be an intrinsic element of the governance of the Growth Zone Steering Group and Working Group.

#### **Future savings/efficiencies**

- 5.5 As further work is undertaken in the Growth Zone, a specific aspect will be the consideration of procurement routes and the packaging up of individual projects to optimise cost efficiencies. The Growth Zone Steering Group brings all partners together to ensure the sharing of information and this will be the forum to facilitate much of these activities.
- 5.6 It is likely that both within individual projects and the programme as a whole further savings and efficiencies will be identified through technological advancement.

Approved by: Lisa Taylor, Director of Finance, Investment and Risk

## **6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER**

- 6.1 The Solicitor to the Council comments that in taking any decisions pursuant to the proposed delegation, the officer decision maker will need to adhere to the Decision making protocol within Part 4G of the Constitution, the provisions of Part 4B of the Constitution in relation to Access to Information including the publication, where required, of key decision notices and will need to adhere to the provisions of the Budget and Policy Framework Procedure Rules at 4C, including ensuring that any such decision is not contrary to the Council's policy framework and is not contrary to and is wholly in accordance with the budget approved by Full Council.

Approved by: Sandra Herbert, Head of Litigation and Corporate Law for and on behalf of Jacqueline Harris Baker, Director of Law and Monitoring Officer

## **7. HUMAN RESOURCES IMPACT**

- 7.1 There are no immediate HR implications that arise from the recommendations in this report for Croydon Council staff. If any issues arise these will be managed under Croydon's Policies and Procedures in the usual manner. Resources required to support the delivery of the programme will be top sliced from the capital budgets for each project and overseen by the relevant sub groups and the Growth Zone Steering Group.

Approved by: Jennifer Sankar, Head of Human Resources, Place on behalf of Sue Moorman the Director of Human Resources

## **8. EQUALITIES IMPACT**

- 8.1 A key priority for the Council is to work with our partners to make Croydon a stronger fairer place for all our communities. Croydon's Opportunity and Fairness Plan 2016-20 outlines actions to tackle inequalities such as educational attainment, health, homelessness, unemployment, crime and social isolation, particularly in the borough's six most deprived wards. Successful delivery of the Growth Zone interventions and projects outlined in this report will create more opportunities for Croydon residents and contribute towards greater equality, fairness and better outcomes for all.
- 8.2 An Equalities Analysis has been completed for the Growth Zone programme as a whole. This found that the programme will have a positive impact for all protected groups. Further analysis will be undertaken as individual projects are progressed through the design stages. The sub-groups will ensure this occurs and where necessary action will be taken to mitigate any negative impacts on groups that share a protected characteristic. In addition, in exercising any delegated decision making, the officer in question will ensure that Equalities impacts are appropriately explored and considered by the Decision maker prior to such decisions being taken.

## **9. ENVIRONMENTAL IMPACT**

- 9.1 Projects included in the Growth Zone will be delivered in line with current environmental requirements and legislation, and the Local Plan policy which promotes, as part of sustainable development, the consideration of environmental impacts. The Growth Zone focusses on improving air quality and enhancing facilities for healthy lifestyles and sustainable transport.

## **10. CRIME AND DISORDER REDUCTION IMPACT**

- 10.1 The Borough Commander is aware of the Growth Zone and has requested regular progress reports to enable future planning for policing. The design of public realm schemes will involve liaison and consultation with the Metropolitan Police Service to reduce the risk to personal safety.

## **11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION**

- 11.1 The decision to progress with the Growth Zone was taken by Cabinet in July 2016 and the Mayor of London in September 2016. Subsequently, Cabinet in December 2017 agreed the Growth Zone work programme for 2018/19. Furthermore, the Government approved the Regulations for the Growth Zone funding mechanism and area in February 2018. Since the inception of the Growth Zone and the initial Development Infrastructure Funding Study (January 2014), it has been understood that the infrastructure required to mitigate the growth planned will not be delivered by existing delivery methods, current funding availability or through planning gain. Therefore, the Growth Zone is essential to enable the delivery of critical and essential infrastructure to mitigate the impact of the growth planned (Croydon Local Plan 2018, Croydon Opportunity Area Planning Framework 2013 and London Plan) for the benefit of existing and future residents, businesses and visitors. The Growth Zone is an innovative approach to fund and deliver this critical and essential infrastructure.

## **12. OPTIONS CONSIDERED AND REJECTED**

- 12.1 As part of the justification for the Growth Zone outlined in the July 2016 Cabinet report the option of not forward funding infrastructure, but to depend upon the market and the provision of infrastructure only through public sector capital funding, CIL and s106 was considered, but deemed unable to deliver the critical and essential infrastructure to mitigate planned growth. This remains the case today, the absence of the Growth Zone is very likely to lead to the accommodation of growth, especially in the Croydon Opportunity Area, without the critical and essential infrastructure identified in Appendix 1 of this report.

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**CONTACT OFFICER:** Lee Parker, Programme Director – Growth Zone (ext 47052) and  
Steve Dennington, Head of Spatial Planning (ext 64973)

### **BACKGROUND PAPERS:**

Croydon Growth Zone – Infrastructure Programme - 11 December 2017

<https://democracy.croydon.gov.uk/documents/s4489/Croydon%20Growth%20Zone%20Infrastructure%20Programme.pdf>

Growth Zone – Overview and Financial Arrangements for Repayment - 11 July 2016

[https://democracy.croydon.gov.uk/Data/Cabinet/20160711/Agenda/cab20160711\\_07\\_01\\_report\\_and\\_appendix\\_1c40b.pdf?cmte=CAB&meet=49&href=/akscroydon/images/att7589.pdf](https://democracy.croydon.gov.uk/Data/Cabinet/20160711/Agenda/cab20160711_07_01_report_and_appendix_1c40b.pdf?cmte=CAB&meet=49&href=/akscroydon/images/att7589.pdf)

Croydon Growth Zone Delivery Plan and Programme, Peter Brett Associates, February 2018

Equalities Analysis

**APPENDICES:**

Appendix 1 – Growth Zone programme (2019-2023)

Appendix 2 - Growth Zone Map – Spatial expression of the Growth Zone Programme and Masterplan areas.