

## **Committee: Full Council**

**Date: 12th April 2017**

Wards: All

## **Subject: Strategic Theme Report - Sustainable Travel**

Lead officer: Director for Environment and Regeneration - Chris Lee

Lead member: Cabinet Member for Regeneration, Environment and Housing -  
Councillor Martin Whelton.

Contact officer: Head of Future Merton - Paul McGarry

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### **Recommendations:**

A. That Council considers the content of this report.

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## **1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1. At its meeting of March 2016 Council approved the Business Plan 2016-2020.
- 1.2. The Business Plan represents the way in which the council will lead the delivery of the Community Plan via a number of thematic partnerships and strategic themes.
- 1.3. Each meeting of Council will receive a report updating on progress against one of these strategic themes. This report provides Council with an opportunity to consider progress against the priorities under the '*Sustainable Travel*' theme.
- 1.4. The ambition for the theme as outlined in the council's Business Plan 2016-20 is 'to create a more sustainable borough, one which is less reliant on fossil fuel and which reduces its negative impact on the environment and climate change in particular'.

The portfolio holder is Councillor Martin Whelton. The Sustainable Communities Overview and Scrutiny Panel continues to exercise its statutory function.

## **2 DETAILS**

- 2.1. The Council's Future Merton team aims to proactively encourage more sustainable travel patterns through a variety of actions and physical measures both to the public realm and in partnership with public and private transport providers, TfL and internal and external partners. In addition, it is also responsible for ensuring the highway network is kept in a good state of repair within tight financial constraints.
- 2.2. This work covers a diverse assortment of delivery themes ranging in complexity from relatively simple road safety improvement schemes through to major regeneration projects, such as Mitcham town centre and partnership working on the development of major infrastructure projects.

- 2.3. In many schemes the council acts as a facilitating partner rather than project lead or key stakeholder as in the case of strategic transport projects of national importance, such as Crossrail 2. Even then the Council is required to develop parallel measures to help accommodate project aims.
- 2.4. The following is a brief overview of a selection of sustainable travel initiatives currently being developed or delivered.

### **Crossrail2**

- 2.5 Crossrail2 – Still in the development phase, the main tunnelled section of the route would operate between Wimbledon in the south and New Southgate and Tottenham Hale in the north, providing new interchanges with London Underground, Overground and National Rail services and Tramlink. Work could commence in the early 2020's with completion in early 2030's. This project is seen as critical to meeting future capacity needs for London and wider southeast.
- 2.6 The focus of on-going discussions with TfL and Crossrail 2 has been to achieve the best possible outcome for Merton residents and businesses as well as meeting our growth expectation in Wimbledon town centre. Similarly, we continue to seek to protect interests and business within the Weir Road Industrial Estate, which has been identified as a possible train depot area and portal location.
- 2.7 We have been clear as a council that the original proposals for Wimbledon were unacceptable, and that any revised scheme needs to enhance business and retail in the town centre. On a cross-party basis representations were made on the need for changes and on the need to ensure that any revised scheme does not cause economic detriment to the borough.
- 2.8 The council have also strongly supported a station at Tooting Broadway instead of Balham as it will improve transport accessibility from the Mitcham and Colliers Wood area to central London along with providing relief to the Northern Line. It will also provide economic opportunities for the east of the borough by supporting business and helping to bring jobs to the borough.
- 2.9 TfL has been reviewing the business case for the project, details of which were submitted to the Department of Transport and HM Treasury in 2017. It is hoped that further government project support will be forthcoming in the coming months. Crossrail2 is expected to conduct further public consultation on the revised proposals later this year. Further information is available at [crossrail2.co.uk/](http://crossrail2.co.uk/)
- 2.10 In addition Merton Council supports the Mayor's ambition for the 'metroisation' of the over ground rail network. The integration of over ground services in to the wider TFL network will increase the frequency of services and integrate them in to the wider TFL transport network.

### **Tramlink Extensions**

- 2.11 The council has been working with Sutton Council and TfL to explore a number of separate work streams in relation to the viability of a new tram line between Wimbledon and Sutton.

2.12 This included exploring innovative funding mechanisms, revisiting alignment options and how these might impact on regeneration projects at Morden town centre and High Path (via a South Wimbledon spur) so that opportunities to safeguard projects and improved public transport capacity is not lost. Consultation on the route was carried out by Merton and Sutton Councils on behalf of Transport for London in 2014  
<http://www.merton.gov.uk/transport-streets/public-transport/trams.htm>

2.13 The council has also been liaising with TfL on how the existing tram network might develop across the wider south London sub-region including how this might align with Crossrail 2 proposals at Wimbledon.

#### **Mitcham Town Centre**

2.14 Construction work for the Rediscover Mitcham project commenced in January 2015 focusing on the new perimeter street around the Fair Green and improvement to the market area, with the refurbishment and relocation of the iconic clock tower. This stage was completed as an independent element of the project whilst approvals were being sought for the major changes to the surrounding road.  
<http://www.merton.gov.uk/environment/regeneration/rediscovermitcham.htm>

2.15 In August 2016, works commenced on the main objective of the project, to re-introduce all Mitcham bus routes directly through the Fair Green, with construction of the dedicated bus and cycle street. This involves alterations to all the surround signalised junctions to accommodate these changes and to improve the facilities for both pedestrians and cyclists.

2.16 The use of the bus street is planned to be in operation in August 2017, with the final remaining works on the major re-construction of the junction with Holborn Way and Western Road completed before Christmas 2017.

#### **Morden Town Centre**

2.17 The council successfully bid for Step 1 of Transport for London's Major Schemes work in 2015 and is working closely with TfL to review and model a broad range of transport options to map out the optimum approach for delivering a better streetscape for the town centre, which recognises future transport aspirations and opportunities.

2.18 This includes exploring original ideas set out in Merton's Core Planning Strategy for improving the look and feel of the town centre by relocating the bus standing area outside Morden Underground station to create a public space. This work is at an early stage and being undertaken in tandem with the moreMorden regeneration proposals.  
<http://www.merton.gov.uk/environment/regeneration/moremorden.htm>

#### **Connecting Colliers Wood**

2.19 As part of the aim to create a thriving, attractive and coherent Centre at Colliers Wood the Future Merton team - in conjunction with the redevelopment of the Brown and Root Tower, GLA and TfL - agreed a series of actions and measures to support this objective.

2.20 As public realm works draw to a close the full picture is now emerging including Christchurch Place Piazza creating an attractive public space between the bus interchange, Colliers Wood Station and Shopping parade.

- 2.21 Baltic Close has been transformed into a pleasing public street and entrance way to the Wandle Park. De-cluttering and other streetscape improvement works and cycle facilities were also delivered along the High Street to the Wandle and Priory Centre.

<http://www.merton.gov.uk/environment/regeneration/connectingcollierswood.htm>

### **Cycling Initiatives**

#### **Croydon Road Shared Use Path**

- 2.22 This facility was constructed alongside Croydon Road, Mitcham, between the roundabout with Carshalton Road and Redhouse Road. This path provides pedestrians and cyclists with a safe route in what was once a very hostile environment with no designated footpath. Footpath works have recently been completed at the Carshalton Road roundabout to make it shared space and further complement the Croydon Road footpath.

#### **Quietways**

- 2.23 Merton in partnership with Sustrans and TfL is delivering a programme of safe and direct cycling routes and infrastructure linking key destinations as part of the Mayor of London's Vision for Cycling.
- 2.24 Routes follow direct back-street routes, through parks, waterways and tree lined streets. The routes overcome barriers to cycling targeting less confident cyclists who want to use low traffic routes, while also providing for existing cyclists who want to travel at a gentler pace.

<http://www.merton.gov.uk/transport-streets/cycling/cyclequietways.htm>

#### *New Malden to Wimbledon*

- 2.25 It is proposed to install a shared used path alongside the railway track between New Malden Railway Station and Taunton Avenue. This involves working in partnership with the London Borough of Kingston. Works are expected to begin this year with Public Consultation planned to take place in June/July. Proposal to improve cycling permeability through Raynes Park town centre and feasibility are currently being finalised. Vegetation clearing works have taken place along the extents of the Railway Path between Raynes Park and Wimbledon to improve cycling permeability.

#### *Clapham Common to Wimbledon*

- 2.26 The Merton section of this route focuses on the Wandle Trail between Trewint Street and Garfield Road Recreation Ground. Works are currently in progress to install lighting between Plough Lane and Trewint Street, Wandle Meadow Nature Reserve, and Garfield Road Recreation Ground. Existing footpaths at these locations will also be improved alongside bridge widening at the Wandle Meadow. All works are expected to be completed by May 2017.

#### *Colliers Wood to Sutton via Morden*

- 2.27 Planned to run alongside the Wandle Trail and through Morden Hall Park until it reaches Morden where it will then focus on quieter roads to reach its destination of Sutton Town Centre. Construction of the route is expected to be finished 2019 following consultation and detailed design.

### *Colliers Wood to Wimbledon Chase*

- 2.28 Route alignment is currently being developed for this Quietway.

### **Road Safety Schemes**

#### **Southey Road School Zone**

- 2.29 This road safety scheme outside Pelham Primary School, South Wimbledon contains a mix of measures aimed at moderating driver behaviour and providing a safer environment for pupils and parents to cross in the road in the vicinity of the school gates including a new speed table, entry table, footway build-out, revised road marking/parking bays, school flashing signs and localised footway works. [www.merton.gov.uk/transport-streets/trafficmanagement.htm](http://www.merton.gov.uk/transport-streets/trafficmanagement.htm)

#### **Controlled Parking Zones**

- 2.30 Due to continued pressure for on-street parking from commuters and night-time leisure activities many residents find it impossible to park in their own streets. To deal with these concerns the council undertakes a wide-ranging programme of CPZ consultations where greater controls on residential parking have been requested by petition from local residents. Schemes are only taken forward in streets where a majority of residents are in support.
- 2.31 Over the past year schemes have been implemented in a number of areas and further schemes are in the process of being implemented. A number of consultations are on-going across the borough. More information is available via <http://www.merton.gov.uk/transport-streets/parking/cpz.htm>.

#### **Safety Schemes**

- 2.32 Road safety schemes target the most vulnerable road users first, but also seek to educate motorists where appropriate. Measures undertaken include; new pedestrian crossings, signs and lines, speed advisory devices, anti-skid surfacing and kerbing works.

The council was also compliant with the Freight Operators Recognition Scheme (FORS) with the inclusion of side safety guards and blind spot safety mirrors fitted to the fleet.

- 2.33 The Mayor of London's vision for London seeks to adopt a 'Vision Zero' approach to road safety with reducing road danger as a core theme across transport policies. Vision Zero means reducing the dominance of motor vehicles on our streets to minimise the dangers they pose to road users.
- Merton supports this approach and will continue to deliver a broad range of casualty and road danger related schemes as a key thread of its Local Implementation Plan neighbourhoods delivery programme. More information is available via [www.merton.gov.uk/transport-streets/trafficmanagement.htm](http://www.merton.gov.uk/transport-streets/trafficmanagement.htm)

#### **Bus Stop accessibility**

- 2.34 Merton has 398 bus stops across the borough. Work to make all of Merton's bus stops fully accessibility to less abled people remains a primary objective.
- 2.35 In partnership with London Buses over the past year we have continued to re-assess facilities to ensure they meet modern demands. This includes

ensuring kerb heights are correct (140mm), ensuring that the length of bus stop cages are sufficient to enable vehicles to pull in parallel to the kerbside, the footway condition is in a good state of repair and shelters condition. Over the past year improvements were undertaken at 15 sites to bring 41% of locations up to standard.

### **Electric Vehicle Charging Points**

- 2.36 To encourage the take up of cleaner vehicles to improve air quality the council is facilitating the roll out of charging infrastructure. As there is no one-size-fits-all when considering user needs, the Council is progressing a number of different infrastructure alternatives, principally fast chargers (charge time 3 – 4hours), rapid charges (charge time 15- 30 minutes) and socket networks for home charging (8-10hours charge time) with its partners.
- 2.37 In partnership with Bluepoint, we have helped to facilitate 19 (fast) on-street charging points at 9 locations, although 1 location is still subject to statutory public consultation. Once complete the council intends to proceed with a further batch of around 20 electric vehicle charging points in 2017/18.
- 2.38 Separately we are working with TfL to facilitate up to 10 rapid charge points. Site viability assessments are being actively progressed at a number of locations. At least two locations would be dedicated exclusively for taxis. The remaining sites would be open to all users and would include a “pay as you go” capability.
- 2.39 TfL’s support team have put in place a procurement framework to assist boroughs. A number of planning, contractual and legal procedures still need to be followed before the new chargers can be installed. Support funding is available for some cabling and infrastructure works. Equipment would be provided at zero charge to the council with costs reclaimed through on-going user charges. Contracts would run for a minimum 8-10 years.
- 2.40 Finally the council is closely following trials of socket networks, which use smart cables to charge vehicles from existing street furniture and possible dedicated charge points for car cub bays. [www.merton.gov.uk/transport-streets/electric\\_charge\\_point\\_.htm](http://www.merton.gov.uk/transport-streets/electric_charge_point_.htm)

### **Reducing Congestion**

#### **Floating Car/point to point Clubs**

- 2.41 The council is currently working with DriveNow and Zip Car to deliver floating car club schemes in partnership with Wandsworth and Lambeth. Both schemes are now expected to launch at the end of May/early June 2017 with around 200- 300 vehicles each across the 3 boroughs (140 vehicles are expected to be operating in Merton on a daily basis). The aim is that 15% of each fleet is all electric by the end of the 3 year contract period. This floating model is expected to drive car club growth across London and reduce car ownership.
- 2.42 Car Club memberships is expected to rise from around 200,000 today to over 1 million members by 2025. It is therefore not unreasonable to see 15% of vehicles in London being owned by car clubs by this time.



- 2.43 Sitting alongside their electric vehicle charging infrastructure proposals a subsidiary of Bluepoint (blue city) are in early discussions to launch a 100% electric point to point to station or fixed one-way (vehicles can be returned to any designated space rather than the bay the vehicle was originally collected from) car club scheme in 2017/18.

#### **ANPR**

- 2.44 In 16/17 the council has successfully implemented the Automatic Number Plate Recognition (ANPR) system for enforcing moving traffic offences. This is improving the way we keep traffic flowing by changing driver behaviour.

#### **Cycle Hire/Sharing**

- 2.45 Cycling is associated with a healthier life style, is pollution free and when motorists choose to give up their cars can help to reduce traffic congestion and reduce the need for large amounts of kerb space to be set aside for parking, which could otherwise be used to create more appealing streets It also supports wider travel behaviour changes.
- 2.46 TfL is looking to publish a bike sharing strategy in the near future, which will hopefully set out a coherent approach for the whole of London.
- 2.47 We are actively engaging with other boroughs, TfL, London Councils and operators to better understand how a scheme might operate in outer London through bike share.

#### **Census Data**

- 2.48 Based on 2011 census data, an average of 32% of all households do not own a private car. In some wards, such as Colliers Wood and Cricket Green, this rises to 44.1% and 42.8% respectively. The lowest is Village Ward with 16.2 %. Data also shows that 3.7% of people travel to work in Merton by bike More information can be found on London's datastore <https://data.london.gov.uk/>

#### **Road and Footway Maintenance**

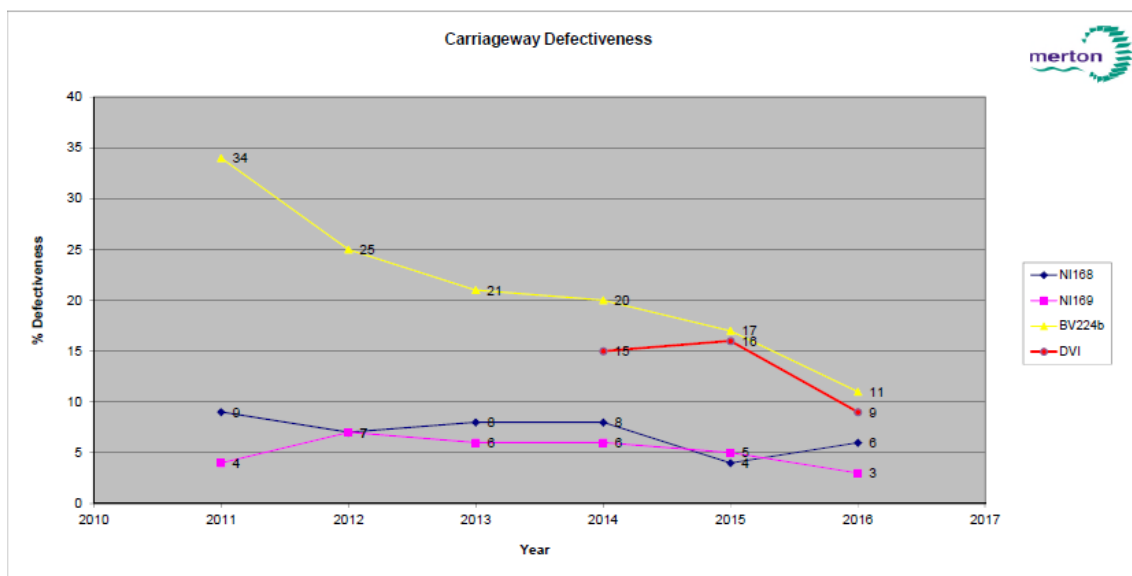
- 2.49 The Council maintains around 362km of carriageway (34km of Principal Roads or A roads), 37km of Non-Principal Classified Roads (B and C roads) and 291km of Unclassified Roads.
- 2.50 Annually roads are prioritised for inclusion within Merton's carriageway resurfacing programme against a range of criteria, such as Engineers Assessment, Condition Survey results, Road Classification and Safety.
- 2.51 The latest Annual Local Authority Road Maintenance Survey 2017 (ALARM2017), structural road condition report cited an 11% figure of roads in a 'poor condition (London average of 16%). <http://www.asphaltuk.org/alarm-survey-page/>

The condition of the roads and footpaths that Merton is responsible for has been steadily improving over recent years although works remains to be done. We will continue to lobby for further external funding to further improve the network. The graph below demonstrates the steady improvements -

LONDON BOROUGH OF MERTON  
CARRIAGEWAY & FOOTWAY DEFECT SURVEY HISTORY



FY ENDING	Principal Classified		Principal Classified		Non-Principal Classified		Unclassified		Footway Network	
	Survey By	NI130-1 % (NI168, BV96/223)	Survey By	NI130-1 % (NI168, BV96)	Survey By	NI130-2 % (NI169, BV97a/224a)	Survey By	BV97b/224b %	Survey By	BV97b/224b %
2011	SCANNER (H&F)	9			SCANNER (H&F)	4	JACOBS (CVI)	34		
2012	SCANNER (H&F)	7			SCANNER (H&F)	7	JACOBS (CVI)	25		
2013	SCANNER (H&F)	8			SCANNER (H&F)	6	JACOBS (CVI)	21	Highway Surveyors (FNS)	21
2014	SCANNER (H&F)	8	DVI (H&F)	16	SCANNER (H&F)	6	HS (CVI)	20	Highway Surveyors (FNS)	23
2015	SCANNER (H&F)	4	DVI (H&F)	16	SCANNER (H&F)	5	HS (CVI)	17	Highway Surveyors (FNS)	22
2016	SCANNER (H&F)	6	DVI (H&F)	9	SCANNER (H&F)	3	HS (CVI)	11	Highway Surveyors (FNS)	42



NI168 = National Indicator 168 measures the percentage of the local authority's 'A' road network (Principal Roads) where maintenance should be considered  
 NI169 = National Indicator 169 measures the percentage of the local authority's 'B' roads and 'C' roads network (Non-Principal Roads) where maintenance should be considered  
 BV224b = This is a DfT Performance Indicator for Best Value to measure the percentage of the condition of the Unclassified road network where maintenance should be considered  
 DVI = means Detailed Visual Inspection & is a survey under the UK Pavement System (UKPMS) which is the national standard for management systems for assessment of local road network conditions

2.52 The council continues to promote and deliver a comprehensive package of schemes to promote sustainable travel options as well as ensuring the highway network is able to move people and goods around. However; the growth of London, in particular, the use of light goods vehicles is increasing as an issue. It is doubtful that increased demand for travel can be accommodated without modal shift to walking, cycling, car/ride sharing and public transport.

**3.0 Reports of the Sustainable Communities Overview and Scrutiny Panel**

3.1 The Sustainable Communities Overview and Scrutiny Panel continues to exercise its statutory function in relation to transport.

3.2 Cabinet Member priorities: the Cabinet Members for Regeneration, Environment and Housing and Cleanliness and Parking have attended Panel meeting during this municipal year and to provide updates on their responsibilities. Issues that have been highlighted include keeping the traffic flowing throughout the borough, addressing unsafe parking outside schools and the impact Crossrail2 will have on the borough.



- 3.3 Performance monitoring: reviewing the priorities for the Environment and Regeneration Department as set for the next four years is an essential part of the Panel's remit. Performance monitoring information from the department is provided at each meeting. This is presented by the Director and subject to scrutiny by members. This has highlighted that the income for parking services was below target (the Panel has asked for a focus on this through an update report – see below) and that the proportion of PATAS cases won has improve. Additionally, this shows that the number of days air quality in Merton exceeds the required benchmark is lower than the stipulated maximum.
- 3.4 Diesel Levy: Panel members were given the opportunity for pre-decision scrutiny of the aspiration to apply a diesel levy through resident parking permits. Members were asked to comment on the principle of applying a levy on the most polluting vehicles through a differentiated cost for resident parking permits for diesel vehicles. Additionally, they were asked to comment on the level of the surcharge to be applied. Members recommended that officers consider how the levy be communicated to residents and that this not be applied without sufficient notice. Additionally, that officers should understand more about the imposition of similar policies by other London boroughs, the variation in value and the extent to which these have and haven't been successful. Member feedback informed the officers' report to Cabinet and the phasing in of the surcharge. This decision was called-in and heard by the Overview and Scrutiny Commission (given the Sustainable Communities Panel had already considered this issue at pre-decision scrutiny stage). The Commission was addressed by a representative from Transport and Travel Research Ltd, which has carried out extensive research on air quality across the country and worked with Transport for London and the GLA on the introduction of the Ultra Low Emission Zone. The meeting decided not to refer the decision back to Cabinet and it took immediate effect. It was noted that the impact of the surcharge would be reviewed by the Sustainable Communities Panel in approximately 12 to 15 months. A subsequent call-in as a result of the Cabinet Member's decision regarding the statutory consultation resulting from applying the surcharge was this time heard by the Sustainable Communities Panel. This included a focus on application of the surcharge to teacher permits and permits for business and trade electric vehicles. Members of the Panel heard from a Federation of Small Businesses representative and a received a representation from a resident. The Panel upheld the Cabinet Member's decision which took effect immediately
- 3.5 Air quality task group: in addition to its consideration of the diesel levy, the Panel has decided to focus its task group capacity on consideration of other measures to improve air quality in Merton. The terms of reference for this group are to review the Merton Air Quality Action Plan, looking specifically at planning, monitoring and enforcement and how to achieve the required targets in a cost effective way. Additionally, it will advise on areas that may require future review in the field of air quality and consider how to improve strategic leadership for improving air quality across the South West London sub-region. It is planned that the task group will provide a draft report to the Panel at its September 2017 meeting.

- 3.6 Call-in of the Belvedere Road and Belvedere Grove Experimental width restriction review: the Panel heard a call-in of the experimental width restriction review which had determined that the width restriction should be removed. This was a well attended meeting with representations made by the following resident associations (in addition to individual residents): Murray Road North, Belvedere Estate, New Belvedere Estate, Ridgeway Place and Community of Woodside Area. Whilst the Panel decided not to refer the decision back to the Cabinet Member, it did provide a reference: 'The Sustainable Communities Overview and Scrutiny Panel recommends that the Cabinet Member for Regeneration, Environment and Housing considers the implementation of physical changes such as signage similar to the type already in place in other parts of the borough and improved junction treatment over an appropriate timescale so that the impact can be assessed when the traffic volume survey is carried out in 24 months'. The Cabinet Member has reported back to the Panel that he is considering its reference.
- 3.7 Floating car club proposal: members have reviewed proposals for a floating car club. This is characterised by cars being able to move freely around the borough using on-street rather than designated parking bays; a new form of parking permit will be required to make this feasible. Members learned that the technical solution supporting the approach will notify drivers of allowed and restrict on-street parking areas building flexibility into the system.
- 3.8 Automatic Number Plate Recognition: having monitored the performance of this new system since its installation at the beginning of the municipal year, the Panel took the opportunity to look at this in greater depth specifically focusing on how issues with its operation are being addressed. Members were provided with much more detail about the system and heard how officers are working with the operator to optimise performance.
- 3.9 Public Transport Liaison Committee (PTLC): the Panel has requested a meeting of the PTLC be convened which will happen in May 2017. This will enable local people to meet Council staff, representatives from Transport for London and other transport operators and to have their say on what is being done to improve transport in Merton.

#### **4. ALTERNATIVE OPTIONS**

Not applicable - this report is for information only

#### **5. CONSULTATION UNDERTAKEN OR PROPOSED**

None for the purpose of this report.

#### **6. TIMETABLE**

Not applicable - this report is for information only

#### **7. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

- 7.1 The Council invests £2.5 million annually in our planned maintenance programme for roads and footpaths. Transport for London funding through its

Local Implementation Plan and other dedicated funding programmes support the delivery of many other aspects of Merton's sustainable travel work programme.

## **8. LEGAL AND STATUTORY IMPLICATIONS**

There are no specific legal or statutory implications arising from this information report

## **9. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

9.1 There are no specific human rights, equalities or community cohesion implications arising from this information report.

9.2 Improving our streets can create more pleasurable neighbourhood, support healthier life styles and promote greater interaction thereby supporting wider community cohesion

## **10. CRIME AND DISORDER IMPLICATIONS**

10.1 There are no specific crime and disorder implications arising from this information report.

10.2 Safer streets support a vibrant economy and healthier lifestyles where people feel better able to walk and cycle

## **11 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

11.1 None for the purpose of this report

11.2 Promoting modal shift towards more sustainable travel behaviours can promote increased physical exercise through walking and cycling with well documented physical, mental health and wellbeing outcomes for the whole community, in particular it can help to tackle obesity issues.

11.3 Reducing traffic dominance and encouraging realistic alternatives to private car ownership can help reduce traffic congestion have positive impact on poor air quality and the wider health for the community

## **12. APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT**

12.1 None for the purpose of this report.

## **13. BACKGROUND PAPERS**

13.1 2016-2020 Council Business Plan

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